

**Reid, Nicole R**

---

**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Tuesday, July 5, 2016 3:10 PM  
**To:** Amy Wieland  
**Cc:** Shawn Joseph; Monique Felder; Bryant, Melissa; rocky.sams@performancematters.com  
**Subject:** Re: Assessments  
**Attachments:** SHELBY RFP - LMS.docx

Good afternoon Monique and Melissa,

As previously mentioned, attached is the Shelby County RFP for your review. Please note the "Piggy Back" purchasing clause on page 5. As a next step, I recommend an onsite meeting to discuss existing priorities and potential next steps. Please share a few date options for late July or early August, and I will plan accordingly.

Look forward to the opportunity. Thanks again!

Rocky

On Mon, Jun 13, 2016 at 10:41 PM, Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)> wrote:  
Thanks Amy!

Hey Ms. Bryant and Dr. Felder, I would love an opportunity to connect this week to schedule next steps. Look forward to hearing from you.

And congratulations Dr. Joseph!

Rocky

On Monday, June 13, 2016, Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)> wrote:  
Hi Shawn,

Thank you. It was nice to touch base today.

Melissa and Dr. Felder,  
I've copied Dr. Rocky Sams so he can help coordinate next steps.

We can provide the Memphis RFP information for your review.

Regards,  
Amy

Amy Wieland, Senior Vice President  
Performance Matters  
Cell [REDACTED]  
Sent from my iPhone

> On Jun 13, 2016, at 4:19 PM, Shawn Joseph [REDACTED] > wrote:

**Reid, Nicole R**

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**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Monday, July 18, 2016 8:56 AM  
**To:** Shawn Joseph  
**Cc:** Amy Wieland; Bryant, Melissa  
**Subject:** Re: Assessments

Thank you Sir!

Melissa, please share a contact number and I will give you a call to schedule.

Thanks,

Rocky

On Mon, Jul 18, 2016 at 9:41 AM, Shawn Joseph [REDACTED] > wrote:  
She's cc'd.

Get [Outlook for iOS](#)

On Mon, Jul 18, 2016 at 7:56 AM -0500, "Roderick Sams" <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)> wrote:

Great...and I understand completely. I've reached out to Melissa to set up a talk time, but I'm sure her email inbox is slammed. Is there a contact number I can use to give her a call?

Thanks again,

Rocky

On Mon, Jul 18, 2016 at 8:49 AM, Shawn Joseph [REDACTED] wrote:  
Excellent. I need to get my bearings. We have data systems. I need to look at them and see if there is a need to enhance. If I make changes, it will be next year.

We may be able to discuss a pilot this year and the costs are right!

Sent from my iPhone

On Jul 15, 2016, at 3:56 PM, Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)> wrote:

You're welcome!

As an FYI, I met Dr. Changas at CGCS this week. Looking forward to visiting Nashville soon!

Rocky

On Wed, Jul 6, 2016 at 2:48 PM, Shawn Joseph <[REDACTED]> wrote:

Thanks!

Shawn

---

**From:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>

**To:** Shawn Joseph <[REDACTED]>

**Cc:** Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)>

**Sent:** Tuesday, July 5, 2016 2:52 PM

**Subject:** Fwd: Assessments

Hey Shawn,

I hope all is well and you are settling in well in Nashville. As we look at how we can extend our partnership to include your current vision for MNPS, I've attached a copy of the recent Shelby County RFP we were just awarded for your review. It includes a "Piggy Back" clause is on page 5 that would allow districts to use as a purchasing vehicle. I will send a follow up email to the team included in your previous email, and I look forward to engaging soon.

Thanks again!

Rocky

----- Forwarded message -----

**From:** Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)>

**Date:** Mon, Jun 13, 2016 at 10:30 PM

**Subject:** Re: Assessments

**To:** Shawn Joseph <[REDACTED]>

**Cc:** Monique Felder <[REDACTED]> "Melissa Bryant (MNPS)" <[Melissa.Bryant@mnps.org](mailto:Melissa.Bryant@mnps.org)>, [rocky.sams@performancematters.com](mailto:rocky.sams@performancematters.com)

Hi Shawn,

Thank you. It was nice to touch base today.

Melissa and Dr. Felder,  
I've copied Dr. Rocky Sams so he can help coordinate next steps.

We can provide the Memphis RFP information for your review.

Regards,  
Amy

Amy Wieland, Senior Vice President  
Performance Matters  
Cell [REDACTED]  
Sent from my iPhone

**Reid, Nicole R**

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**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Monday, July 18, 2016 9:40 AM  
**To:** Bryant, Melissa  
**Subject:** Re: Assessments

That date looks good but I will confirm shortly. I'll give you a call.

Thanks,

Rocky

On Mon, Jul 18, 2016 at 10:29 AM, Bryant, Melissa <[Melissa.Bryant@mnps.org](mailto:Melissa.Bryant@mnps.org)> wrote:

Rocky, my desk number is [615-259-8421](tel:615-259-8421). Shawn has just told me who all he wants included in the meeting. Would Wednesday, August 17<sup>th</sup> at 9:00 a.m. work for you? Thanks, Melissa

**From:** Roderick Sams [mailto:[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)]  
**Sent:** Monday, July 18, 2016 8:56 AM  
**To:** Shawn Joseph  
**Cc:** Amy Wieland; Bryant, Melissa  
**Subject:** Re: Assessments

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Rocky

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Shawn

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**From:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**To:** Shawn Joseph <[REDACTED]>  
**Cc:** Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)>  
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**Date:** Mon, Jun 13, 2016 at 10:30 PM  
**Subject:** Re: Assessments  
**To:** Shawn Joseph <[REDACTED]>  
**Cc:** Monique Felder <[REDACTED]>, "Melissa Bryant (MNPS)" <[Melissa.Bryant@mnps.org](mailto:Melissa.Bryant@mnps.org)>, [rocky.sams@performancematters.com](mailto:rocky.sams@performancematters.com)

Hi Shawn,

Thank you. It was nice to touch base today.

Melissa and Dr. Felder,  
I've copied Dr. Rocky Sams so he can help coordinate next steps.

We can provide the Memphis RFP information for your review.

Regards,  
Amy

Amy Wieland, Senior Vice President  
Performance Matters  
Cell [REDACTED]  
Sent from my iPhone

> On Jun 13, 2016, at 4:19 PM, Shawn Joseph <[REDACTED]> wrote:  
>  
> Amy,  
>  
> Melissa Bryant can set up a time for us to talk with our curriculum and assessment  
team to discuss how we can best support teachers using quality formative  
assessments and quality unit assessments aligned to Tennessee standards.  
>  
> We'd also be interested in high quality PD just focused on literacy. We don't need  
everything...just on-line PD to support high quality literacy instruction. Dr. Felder can  
give you specific requirements in advance.  
>  
> She is cc'd on this email. I will speak with Memphis to see what they just purchased.  
>  
> Thx.  
>  
> Sent from my iPhone

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**Dr. Roderick Sams**

Director of Education Solutions

[\(770\) 283-4145](tel:(770)283-4145)

Error! Filename not specified.

[www.performancematters.com](http://www.performancematters.com)

**Reid, Nicole R**

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**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Monday, August 15, 2016 10:30 AM  
**To:** Felder, Monique T  
**Cc:** Director of Schools;Shawn Joseph;Amy Wieland  
**Subject:** Course List - TNL Premium Library  
**Attachments:** PL Course List with descriptions w credit hours.xlsx

Good morning Dr. Felder,

I hope all is well. In preparation for our meeting Wednesday, I wanted to provide in advance the Premium Library course listing accessed through our PD Management platform. I realize the primary focus is literacy, but wanted to share the complete list for your review. Looking forward to the conversation.

Thanks,

Rocky

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**Roderick Sams, Ed.D.**

Director, Education Solutions

[\(770\) 283-4145](tel:7702834145)

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## Reid, Nicole R

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**Subject:** Assessments and PD/Performance Matters  
**Location:** 2601 Bransford Avenue, Nashville, TN 37204 - Director's Office  
  
**Start:** Wed 8/17/2016 9:00 AM  
**End:** Wed 8/17/2016 10:00 AM  
**Show Time As:** Tentative  
  
**Recurrence:** (none)  
  
**Organizer:** Joseph, Shawn  
**Required Attendees:** Narcisse, Sito J; Changas, Paul; Henson, Chris M;  
amy.wieland@performancematters.com; Joseph, Shawn;  
roderick.sams@performancematters.com; Felder, Monique T

The purpose of the meeting is to discuss how we can best support teachers using quality formative assessments and quality unit assessments aligned to Tennessee standards. There will also be discussions on high quality PD focused on literacy, specifically online PD.



**Reid, Nicole R**

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**From:** Chagas, Paul  
**Sent:** Saturday, August 20, 2016 11:09 PM  
**To:** Russell, Toni M  
**Subject:** FW: Performance Matters Demo Meeting Schedule with Selected MNPS Staff--Wed., Aug. 24th

Toni,

I was in the Gallup training the last two days but did receive your text. I got an email from Dr. Joseph this week with the vita of the new Chief of Staff, who starts in mid-September. It will be good to have an immediate supervisor.

I am forwarding an email I just received tonight from Dr. Felder regarding next Wednesday's meeting (9-11) with Performance Matters. The primary purpose for their involvement appears to be to potentially provide district benchmark assessments to replace the ones currently developed by the district. They are currently scheduled to be administered September 26-30, but a separate email from Dr. Felder indicates they may be delayed, if necessary.

I hope your weekend is a good one and I will try to contact you Monday. I am at Stratford HS first thing Monday morning but perhaps we can touch base afterward.

Paul

---

**From:** Felder, Monique T  
**Sent:** Saturday, August 20, 2016 9:07 PM  
**To:** Shrader, Terry <Terry.Shrader@mnps.org>; Jones, Katea J <Katea.Jones@mnps.org>; Williams, David S <David.Williams2@mnps.org>; Chagas, Paul <Paul.Chagas@mnps.org>; Cour, Katie <Katie.Cour@mnps.org>  
**Cc:** Amy Wieland <amy.wieland@performancematters.com>; Roderick Sams <roderick.sams@performancematters.com>; Narcisse, Sito J <Sito.Narcisse@mnps.org>; Jones, Katea J <Katea.Jones@mnps.org>; Beasley, Lisa R <Lisa.Beasley@mnps.org>; Bryant, Melissa <Melissa.Bryant@mnps.org>  
**Subject:** Performance Matters Demo Meeting Schedule with Selected MNPS Staff--Wed., Aug. 24th

Greetings, All—

Below is the Performance Matters meeting/demonstration agenda for Wednesday, August 24<sup>th</sup>. The meetings/demonstrations will take place at Central Office (2601 Bransford Ave.); room TBD. The purpose of the meetings/demonstrations is to share and get feedback from stakeholders on a proposed data dashboard system that can support educators with developing, reviewing, administering and analyzing quality standards based assessments to inform and improve instruction.

- Terry—Please share the 7:45-8:45 meeting/demo time slot with the selected principals. Thanks!
- Paul—Please share the 9:00-11:00 meeting/demo time slot with your staff and the appropriate IT staff. Thanks!
- David & Katie—Please share the 4:00-4:50 meeting time slot with selected teachers. Thanks!
- Katea & Lisa—Please ensure the 7:45-8:45, 4:00-4:50, & 5:00-6:00 meetings are on my schedule and Sito's schedule. Please informed every one of the meeting location at Bransford as well. Water will be needed at all meetings; very light snacks for the teachers' meeting @ 4:00 will be needed too. Thanks!

### **Wednesday, August 24th-Performance Matters Meetings/Demonstrations Schedule**

- 7:45-8:45 ('60)— Selected School/District Administrators (*Note: Sito & Monique will need to depart by 8:30*)
- 9:00-11:00 ('120)— MNPS IT/Assessment team to discuss the technology infrastructure and technical requirements/expectations
- 4:00-4:50 ('50)— Selected Teachers (*Note: Paul will kick the meeting off; Monique & Sito will arrive as soon as possible*)
- 5:00-6:00 ('60)—Executive Leadership Debrief & Next Steps (*Note: Dr. Joseph will need to depart by 5:45*)

Thank you for your support!

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

*"For these are all of our children... We will profit from or pay for whatever they become." Baldwin*

**Reid, Nicole R**

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**From:** Chagas, Paul  
**Sent:** Monday, August 22, 2016 5:23 PM  
**To:** Russell, Toni M  
**Subject:** RE: Wednesday's Demo Agenda

Toni,

Hopefully we can talk in the morning. As per the email I forwarded late last week, the meeting from 9-11 on Wednesday is intended primarily for Performance Matters to speak with IT staff regarding technology infrastructure and technical requirements for their assessment platform. I am hoping that we can host this meeting in the IT conference room in lieu of the normal data warehouse meeting. Dr. Felder asked me on Friday to help facilitate the meeting, as she and Dr. Narcisse are tied up. I said I would do so but asked for additional direction. Hopefully more info will come tomorrow.

Thank you.

Paul

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**From:** Teeter, John W  
**Sent:** Monday, August 22, 2016 5:04 PM  
**To:** Chagas, Paul <Paul.Chagas@mnps.org>  
**Cc:** Russell, Toni M <Toni.Russell@mnps.org>  
**Subject:** RE: Wednesday's Demo Agenda

Paul,

You have two options for this. I can share my conference bridge with you... OR

You can start using our newest tool. If you setup a 'Skype for Business' meeting (previously Lync), when you set the skype meeting up in Outlook it will create not only an audio video capability through a PC client, but you can simply use it as an audio bridge. The dial in number and conference ID are created and become part of the notice.

Let me know and if you need assistance with the Skype setup, I can walk you through it. If you'd prefer to just use my bridge, let me know and I'll send you the dial in codes.

J

---

**From:** Russell, Toni M  
**Sent:** Monday, August 22, 2016 4:38 PM  
**To:** Teeter, John W <John.Teeter@mnps.org>  
**Subject:** FW: Wednesday's Demo Agenda

???

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**From:** Chagas, Paul  
**Sent:** Monday, August 22, 2016 4:31 PM  
**To:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Cc:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>; Russell, Toni M <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)>  
**Subject:** RE: Wednesday's Demo Agenda

Rocky,

Our IT staff should be able to provide the audio capability your PM team needs, but I am copying our Executive Director for IT, Toni Russell, to ensure we all stay connected.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]  
**Sent:** Monday, August 22, 2016 11:57 AM  
**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Cc:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Subject:** Wednesday's Demo Agenda


Good morning Sir,

Looking forward to returning to Nashville Wednesday, and appreciate the opportunity to share our platform with your team. In preparing an agenda for our time together, we want to have the PM implementation team call into our meeting about 10:30 am. The purpose is to discuss our process of file sharing and the project plan. Would we have audio capability for them to call in and participate remotely? I will share the agenda with you later today for your approval as well.

Thanks again!

Rocky

--  
**Roderick Sams, Ed.D.**  
Director, Education Solutions  
(770) 283-4145

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matters**   
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[www.performancematters.com](http://www.performancematters.com)

**Reid, Nicole R**

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**From:** Chagas, Paul  
**Sent:** Monday, August 22, 2016 9:21 PM  
**To:** Hansen, Laura M  
**Cc:** Russell, Toni M  
**Subject:** RE: Performance Matters Meetings

Laura,

I will forward the email shortly that I received on Saturday evening from Dr. Felder regarding the schedule for the day. That email states the 9-11 session is to discuss the "technology infrastructure and technical requirements/expectations." That's really about all I know at this point. I am facilitating a session from 4-5 with teachers, but I am awaiting more direction from Dr. Felder regarding the expectation for that session. I also have to present to the School Choice Committee of the Transition Team sometime Wednesday afternoon, so it will be a tight schedule.

I am copying Toni, as I will be following up with her tomorrow at 9. If you are available, maybe we should all touch base for a few minutes. I have a meeting at noon with Dr. Felder regarding district benchmark assessments, so hopefully I can get more information at that time. Roderick "Rocky" Sams of Performance Matters is supposed to provide his agenda sometime tonight or tomorrow.

Paul

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**From:** Hansen, Laura M  
**Sent:** Monday, August 22, 2016 4:39 PM  
**To:** Chagas, Paul <Paul.Chagas@mnps.org>  
**Subject:** Performance Matters Meetings

Paul,

I just met with Monique and Sito and they asked that I get in touch with you to get on the list to attend the morning 2 hour session and then afternoon debrief session.

They didn't give a bunch of details, but asked if I would attend. Any information you have on the agenda would be helpful too!

Happy Monday,  
Laura

*Laura Hansen*  
*Director, Information Management and Decision Support*  
*Metro Nashville Public Schools*  
*615-259-8561 (Office)*  
*[REDACTED] (Cell)*



## Reid, Nicole R

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**From:** Changas, Paul  
**Sent:** Monday, August 22, 2016 10:46 PM  
**To:** Roderick Sams  
**Subject:** Data Warehouse Report Examples  
**Attachments:** Data Warehouse Report Examples (8-2016).pdf

As a follow-up to last week's meeting, I have attached a pdf containing a few examples of data warehouse reports that have been among the more popular reports with teachers in the past – particularly with respect to assessment data. I shared these with Drs. Joseph, Felder and Narcisse today.

These reports are not yet live this year due to the transition to Infinite Campus as well as the lack of state assessment results from the spring. But I pulled some report examples from the past year (and de-identified teacher and student information) to provide context regarding some of the formats in which teachers have typically seen data displayed. Such context may be useful to Performance Matters as we prepare to get input from principals and teachers regarding their needs. The reports attached are as follows:

- Teacher Profile (provides teacher's course schedule, student attendance, student ethnicity and gender distribution, and grade distribution)
- Classroom Assessment Composite (class summary data and individual student trend data for a variety of state and district assessments)
- Assessment by Teacher (class summary data and more detailed student data for a single assessment)
- Virtual Data Wall (compares student projections from past state assessments to current performance on district benchmarks for a particular subject; student attendance, discipline and mobility data also referenced)

As I said on Wednesday, there is not a specific dashboard in the data warehouse that has been a starting point for all teachers. And data from the more frequent formative assessments created by teachers through SchoolNet (our instructional management system) have not been available in the data warehouse. Results from district interim benchmark assessments and all other state and district summative assessments are imported into the data warehouse, however.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools

***Data Warehouse Report Example #4:***

***Virtual Data Wall (5 pages)***



# Metropolitan Nashville Public Schools Virtual Data Wall

Data Guide Available

Quintile(Q): 1 2 3 4 5

Enrollment Year: 2015-2016 School : Music City Elementary School Enrollment Grade: 4 Assessment Subject: READING Active Students Only  
Counselor: Smith  
Teacher: Jones Course: 4 Eng Lang Arts Lit Y Meeting Pattern: 2M-F Class Student Status: All

14/15 TCAP/EOC 15/16 TVAAS - Proficiency Projection		District Benchmark Level (Lv)	At Risk Flags	Grade Level	Attendance (Daily YTD)	Behavior (# Days YTD)	Course Grade Average
Quintile 5	State %ile: 81 - 99	Level 3 80% + Correct	1	K-4	< 90 %	2+ ISS/OSS	N/A
Quintile 4	State %ile: 61 - 80	Level 2 50-79% Correct	2	5-8	< 85 %	> 5 OSS	N/A
Quintile 3	State %ile: 41 - 60	Level 1 <50% Correct	3	9-12	< 85 %	> 5 OSS	< 70 % Latest Marking Period
Quintile 2	State %ile: 21 - 40						
Quintile 1	State %ile: 1 - 20						

Print Labels (May take time to generate)

Summary		TCAP/EOC Quintile					Total
		Quintile 5	Quintile 4	Quintile 3	Quintile 2	Quintile 1	
15/16 TVAAS	Quintile 5	1	1	0	0	0	2
	Quintile 4	1	1	0	0	0	2
	Quintile 3	0	1	6	1	0	8
	Quintile 2	0	0	0	6	0	6
	Quintile 1	0	0	0	0	5	5
	Total	2	3	6	7	5	23

%ile Measure on Data Card	
TCAP/EOC	State Percentile
TVAAS	Proficiency Projection State Percentile
District Benchmark (DB)	District Percentile

Lastname,1 Firstname1	
[Student Photos Removed]	%ile Lvl Q Attendance 95%
	14/15 TCAP 85 - 5 Dis. (ISS/OSS) 0
	TVAAS 80 - 5 Cumulative S&I 1
	DB 1 75 3 5 #Entries 1
	DB 2 80 3 5 Pres. 162 Tardy 0 Abs. 8
Enr. Grade	4
ED	N
LEP	N
SWD	N
Ethn	A
Gender	M
READING	

Lastname2, Firstname 2	
[Student Photos Removed]	%ile Lvl Q Attendance 95%
	14/15 TCAP 85 - 5 Dis. (ISS/OSS) 0
	TVAAS 80 - 4 Cumulative S&I 4
	DB 1 75 2 4 #Entries 1
	DB 2 80 3 5 Pres. 155 Tardy 7 Abs. 8
Enr. Grade	4
ED	Y
LEP	N
SWD	N
Ethn	W
Gender	F
READING	



Data Guide Available

Quintile(Q): 1 2 3 4 5

Enrollment Year: 2015-2016

School : Music City Elementary School

Enrollment Grade: 4

Assessment Subject: READING

Active Students Only


Counselor: Smith


Teacher: Jones


Course: 4 Eng Lang Arts Lit Y

Meeting Pattern: 2M-F

Class Student Status: All

Lastname3, Firstname3	
	
14/15 TCAP	72 - 4
TVAAS	83 - 5
DB 1	86 3 5
DB 2	92 3 5
Attendance	96%
Dis. (ISS/OSS)	0
Cumulative S&I	19
#Entries	1
Pres.	153
Tardy	11
Abs.	6
Enr. Grade	4
ED	Y
LEP	N
SWD	N
Ethn	W
Gender	M
READING	

Lastname4, Firstname4	
	
14/15 TCAP	72 - 4
TVAAS	80 - 4
DB 1	88 3 5
DB 2	92 3 5
Attendance	99%
Dis. (ISS/OSS)	0
Cumulative S&I	1
#Entries	1
Pres.	168
Tardy	0
Abs.	2
Enr. Grade	4
ED	Y
LEP	N
SWD	N
Ethn	H
Gender	F
READING	

Lastname5, Firstname5	
	
14/15 TCAP	66 - 4
TVAAS	52 - 3
DB 1	47 2 3
DB 2	52 2 3
Attendance	97%
Dis. (ISS/OSS)	0
Cumulative S&I	18
#Entries	1
Pres.	163
Tardy	2
Abs.	5
Enr. Grade	4
ED	Y
LEP	Y
SWD	N
Ethn	H
Gender	F
READING	



Metropolitan Nashville Public Schools  
Virtual Data Wall

Page 3 of 5

Data Guide Available

Quintile(Q): 1 2 3 4 5

Enrollment Year: 2015-2016

School : Music City Elementary School

Enrollment Grade: 4

Assessment Subject: READING

Active Students Only


Counselor: Smith


Teacher: Jones


Course: 4 Eng Lang Arts Lit Y



Meeting Pattern: 2M-F


Class Student Status: All


	Lastname6, Firstname6					
		%ile	Lvl	Q	Attendance	96%
	14/15 TCAP	59	-	3	Dis. (ISS/OSS)	0
	TVAAS	58	-	3	Cumulative S&I	4
	DB 1	58	3	5	#Entries	1
	DB 2	52	2	3		
Enr. Grade	4	Pres. 155				Tardy 8
ED	Y	Abs. 7				
LEP	Y					
SWD	N					
Ethn	A	READING				
Gender	M					

		Lastname7, Firstname7	
		%ile	Lvl Q
14/15 TCAP	59	- 3	Attendance
TVAAS	47	- 3	Dis. (ISS/OSS)
DB 1	66	2 4	Cumulative S&I
DB 2	59	3 5	#Entries
		Pres. 168	Tardy 0
		Abs. 2	
Enr. Grade	4		
ED	Y		
LEP	N		
SWD	N		
Ethn	A		
Gender	F	READING	

		Lastname8, Firstname8				
		%ile	Lvl	Q	Attendance	99%
		14/15 TCAP	53	- 3	Dis. (ISS/OSS)	0
		TVAAS	60	- 3	Cumulative S&I	1
		DB 1	75	2 4	#Entries	1
		DB 2	56	2 4		
Enr. Grade		4			Pres. 168	Tardy 0
ED		Y			Abs. 2	
LEP		Y				
SWD		N				
Ethn		H				
Gender		M	READING			

	Lastname9, Firstname9					
		%ile	Lvl	Q	Attendance	87%
	14/15 TCAP	53	-	3	Dis. (ISS/OSS)	0
	TVAAS	58	-	3	Cumulative S&I	7
	DB 1	52	3	5	#Entries	1
	DB 2	58	3	5	Chronic Absence	
Enr. Grade					4	
ED					Y	
LEP					N	
SWD					N	
Ethn					W	READING
Gender					F	
					Pres. 146	Tardy 2
					Abs. 22	

		Lastname10, Firsname10					
		%ile	Lvl Q	Attendance	100%		
		14/15 TCAP	50	- 3	Dis. (ISS/OSS)	0	
		TVAAS	51	- 3	Cumulative S&I	1	
		DB 1	47	2 3	#Entries	1	
		DB 2	58	3 5			
Enr. Grade	4			Pres.	169	Tardy	1
ED	N			Abs.	0		
LEP	N						
SWD	N						
Ethn	B						
Gender	F	READING					

		Lastname11, Firstname11						
		%ile	Lvl	Q	Attendance	100%		
		14/15 TCAP	47	—	3	Dis. (ISS/OSS)	0	
		TVAAS	53	—	3	Cumulative S&I	1	
		DB 1	54	3	5	#Entries	1	
		DB 2	55	2	4			
Enr. Grade		4			Pres.	169	Tardy	1
ED		Y			Abs.	0		
LEP		Y						
SWD		N						
Ethn		A						
Gender		M	READING					



Data Guide Available

Quintile(Q): 1 2 3 4 5

Enrollment Year: 2015-2016

School : Music City Elementary School

Enrollment Grade: 4

Assessment Subject: READING

Active Students Only

Counselor: Smith

Teacher: Jones

Course: 4 Eng Lang Arts Lit Y

Meeting Pattern: 2M-F

Class Student Status: All

Lastname12, Firstname12									
	%ile	Lvl	Q	Attendance	99%				
14/15 TCAP	33	--	2	Dis. (ISS/OSS)	0				
TVAAS	41	--	3	Cumulative S&I	2				
DB 1				#Entries	2				
DB 2									
Pres.	93			Tardy	0				
Abs.	1								
Enr. Grade	4								
ED	Y								
LEP	N								
SWD	N								
Ethn	B								
Gender	M								

Lastname13, Firstname13									
	%ile	Lvl	Q	Attendance	99%				
14/15 TCAP	33	--	2	Dis. (ISS/OSS)	0				
TVAAS	55	--	2	Cumulative S&I	2				
DB 1	101	1	1	#Entries	1				
DB 2	52	2	3						
Pres.	168			Tardy	1				
Abs.	1								
Enr. Grade	4								
ED	Y								
LEP	Y								
SWD	N								
Ethn	H								
Gender	M								

Lastname14, Firstname14									
	%ile	Lvl	Q	Attendance	94%				
14/15 TCAP	128	--	2	Dis. (ISS/OSS)	0				
TVAAS	129	--	2	Cumulative S&I	1				
DB 1	68	2	4	#Entries	1				
DB 2	43	2	3						
Pres.	157			Tardy	3				
Abs.	10								
Enr. Grade	4								
ED	Y								
LEP	N								
SWD	N								
Ethn	W								
Gender	F								

Lastname15, Firstname15									
	%ile	Lvl	Q	Attendance	96%				
14/15 TCAP	26	--	2	Dis. (ISS/OSS)	0				
TVAAS	28	--	2	Cumulative S&I	23				
DB 1	12	1	1	#Entries	1				
DB 2	43	2	3						
Pres.	164			Tardy	0				
Abs.	6								
Enr. Grade	4								
ED	Y								
LEP	N								
SWD	N								
Ethn	W								
Gender	F								

Lastname16, Firstname16									
	%ile	Lvl	Q	Attendance	88%				
14/15 TCAP	22	--	2	Dis. (ISS/OSS)	0				
TVAAS	27	--	2	Cumulative S&I	10				
DB 1				#Entries	2				
DB 2	24	2	2	Chronic Absence					
Pres.	148			Tardy	1				
Abs.	21								
Enr. Grade	4								
ED	Y								
LEP	N								
SWD	N								
Ethn	H								
Gender	M								

Lastname17, Firstname17									
	%ile	Lvl	Q	Attendance	97%				
14/15 TCAP	22	--	2	Dis. (ISS/OSS)	0				
TVAAS	27	--	2	Cumulative S&I	1				
DB 1	12	1	1	#Entries	1				
DB 2	52	2	3						
Pres.	164			Tardy	1				
Abs.	5								
Enr. Grade	4								
ED	Y								
LEP	Y								
SWD	N								
Ethn	H								
Gender	F								

Lastname18, Firstname18									
	%ile	Lvl	Q	Attendance	96%				
14/15 TCAP	22	--	2	Dis. (ISS/OSS)	0				
TVAAS	33	--	2	Cumulative S&I	1				
DB 1	31	2	2	#Entries	1				
DB 2	17	3	4						
Pres.	161			Tardy	3				
Abs.	6								
Enr. Grade	4								
ED	Y								
LEP	Y								
SWD	N								
Ethn	H								
Gender	F								



Data Guide Available

Quintile(Q): 1 2 3 4 5

Enrollment Year: 2015-2016

School : Music City Elementary School

Enrollment Grade: 4

Assessment Subject: READING

Active Students Only

Counselor: Smith






Teacher: Jones

Course: 4 Eng Lang Arts Lit Y


Meeting Pattern: 2M-F

Class Student Status: All

Lastname19, Firstname19										
				%ile	Lvl	Q	Attendance		99%	
14/15 TCAP				18	--	1	Dis. (ISS/OSS)		0	
TVAAS				18	--	1	Cumulative S&I		1	
DB 1				39	2	2	#Entries		1	
DB 2				36	2	2				
Enr. Grade				4			Pres.	168	Tardy	1
ED				Y			Abs.	1		
LEP				Y						
SWD				N						
Ethn				H			READING			
Gender				F						

Lastname20, Firstname20										
		%ile	Lvl	Q	Attendance		100%			
	14/15 TCAP		-	1	Dis. (ISS/OSS)		0			
	TVAAS		-	1	Cumulative S&I		1			
	DB 1		1	1	#Entries		1			
	DB 2		1	1						
Enr. Grade					4	Pres.		168	Tardy	2
ED					Y	Abs.		0		
LEP					N					
SWD					Y					
Ethn					W	READING				
Gender					M					

Lastname21, Firstname21									
		%ile	Lvl	Q	Attendance		93%		
14/15 TCAP		18	-	1	Dis. (ISS/OSS)		0		
TVAAS		24	-	1	Cumulative S&I		39		
DB 1		75	2	4	#Entries		1		
DB 2		36	2	2					
				Pres.		139	Tardy		19
				Abs.		12			
Enr. Grade		4							
ED		Y							
LEP		N							
SWD		N							
Ethn		B							
Gender		M							
READING									

		Lastname22, Firstname22					
		%ile	Lvl	Q	Attendance	95%	
		14/15 TCAP	—	1	Dis. (ISS/OSS)	0	
		TVAAS	—	1	Cumulative S&I	13	
		DB 1	1	1	#Entries	2	
		DB 2					
Enr. Grade	4	Pres.			150	Tardy	11
ED	Y	Abs.			9		
LEP	N						
SWD	N						
Ethn	B	READING					
Gender	M						

Lastname, Firstname23												
				%ile	Lvl	Q	Attendance		96%			
14/15 TCAP				18	-	1	Dis. (ISS/OSS)		0			
TVAAS				18	-	1	Cumulative S&I		1			
DB 1				25	1	2	#Entries		1			
DB 2				22	1	2						
Enr. Grade				4	Pres.					164	Tardy	0
ED				Y	Abs.					6		
LEP				Y								
SWD				N								
Ethn				H							READING	
Gender				F								

## **Data Warehouse Report Example #1:**

***Teacher Profile (1 page)***



School Year: 2015-2016

School: 999 Music City Elementary School

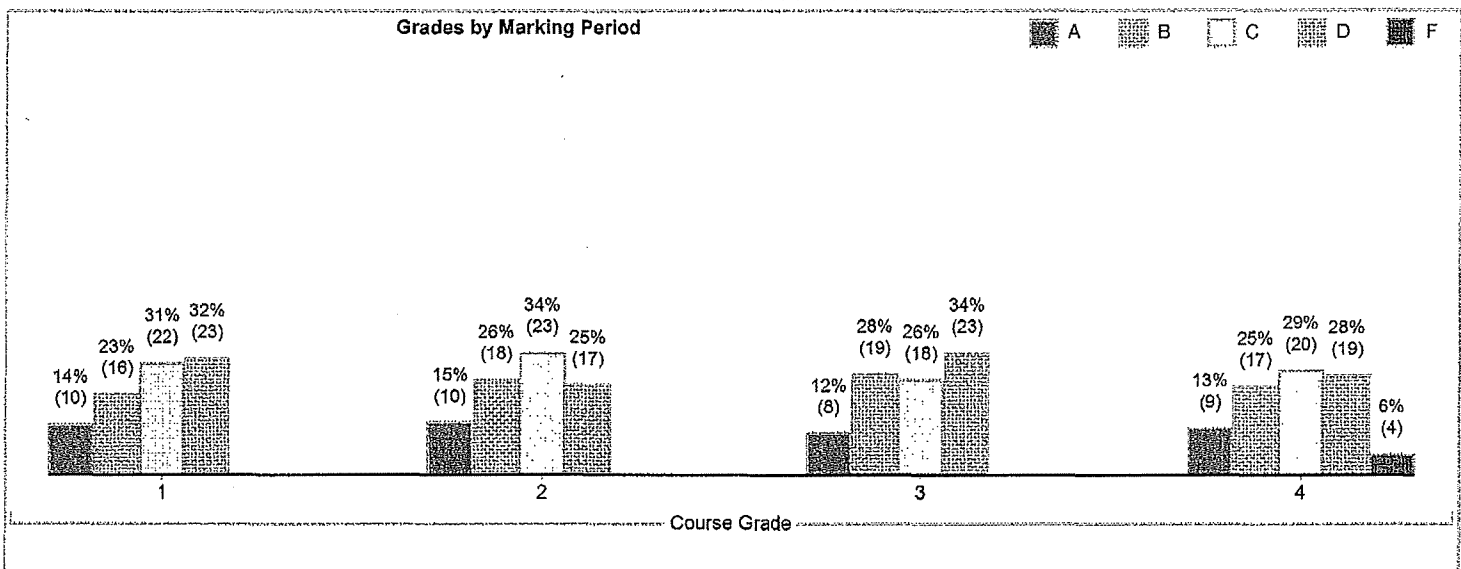
Teacher: Smith

Term	Meeting Pattern	Course ID	Course Title	State Course #	Start Time	End Time
YR	1MTWRF	4-SMITH	Homeroom	--	--	--
	1HR	SELFCON4	4 Self Contain Y	00400	8:00 am	3:00 pm
	2M-F	ENG1004Y	4 Eng Lang Arts Lit Y	00401	3:00 pm	3:10 pm
	3M-F	ENG1004Y	4 Eng Lang Arts Lit Y	00401	3:10 pm	3:20 pm
	5M-F	ENG1004Y	4 Eng Lang Arts Lit Y	00401	3:30 pm	3:40 pm
	8M-F	INT00K4NY	ES Intervention NA Y	09605	3:55 pm	4:05 pm

Daily Attendance Exceptions			
T-Tardy		31%	285
A-Abs-Unex		27%	252
E-Ex Abs		20%	182
D-Erly Dis		19%	180
BE-Bus ExAb		3%	27
BU-Unex Ab		0%	2

Ethnicity Distribution			
White		32%	25
Hispanic or Latino		31%	24
Black or African American		23%	18
Asian		14%	11

Gender Distribution			
Male		56%	44
Female		44%	34



Teacher Behavior Referrals

No Behavior Referrals Available

**Reid, Nicole R**

---

**From:** Chagas, Paul  
**Sent:** Tuesday, August 23, 2016 8:53 AM  
**To:** Russell, Toni M  
**Cc:** Hansen, Laura M  
**Subject:** RE: District Assessment Discussion

I will come to your office. The first district benchmark assessments are scheduled to begin on 9/26. I scheduled a meeting at noon today with Dr. Felder and the others copied on her email at her request to discuss the ramifications if we were to suspend the first benchmark test administration.

---

**From:** Russell, Toni M  
**Sent:** Tuesday, August 23, 2016 8:44 AM  
**To:** Chagas, Paul <Paul.Chagas@mnps.org>  
**Cc:** Hansen, Laura M <Laura.Hansen@mnps.org>  
**Subject:** Re: District Assessment Discussion

Thanks, I am eager for us to talk. I don't know what the 9/26 window is about.

Sent from my iPad

On Aug 23, 2016, at 8:31 AM, Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)> wrote:

I am forwarding an email from Dr. Felder that came late last night. I am not sure what this means, but Key Data Systems may be working with Performance Matters to provide the item bank.

Paul

---

**From:** Felder, Monique T  
**Sent:** Monday, August 22, 2016 11:28 PM  
**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>; Weber, Chris <[Chris.Weber@mnps.org](mailto:Chris.Weber@mnps.org)>; McCargar, Julie <[Julie.McCargar@mnps.org](mailto:Julie.McCargar@mnps.org)>; Petty, Jill G <[Jill.Petty@mnps.org](mailto:Jill.Petty@mnps.org)>; Jones, Katea J <[Katea.Jones@mnps.org](mailto:Katea.Jones@mnps.org)>  
**Cc:** Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Subject:** RE: District Assessment Discussion

Greetings, Paul and Team!

I am beyond thrilled to announce that this evening we identified a company that can provide the district with full aligned items for our benchmark assessments in time for the opening of the Sept. 26<sup>th</sup> window!! Key Data Systems will support us in this effort and ensured us that they can meet our deadline. Whew!!!

Many thanks for your willingness to meet and to Paul for organizing!

Best,  
Monique



Monique T. Felder, Ph.D.  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

*"For these are all of our children... We will profit from or pay for whatever they become." Baldwin*

-----Original Appointment-----

**From:** Chngas, Paul

**Sent:** Monday, August 22, 2016 12:29 PM

**To:** Felder, Monique T; Weber, Chris; McCargar, Julie; Petty, Jill G; Jones, Katea J

**Cc:** Williams, David S

**Subject:** District Assessment Discussion

**When:** Tuesday, August 23, 2016 12:00 PM-12:45 PM (UTC-06:00) Central Time (US & Canada).

**Where:** Teaching & Learning Conference Room (3rd floor - contact Katea Jones if you need assistance locating)

**Importance:** High

The purpose of this meeting is to discuss the pros and cons of suspending the first administration of the district benchmark assessments (scheduled for Sept. 26-30) and any potential impact (e.g., monitoring school performance, academic magnet qualifying, etc.). The meeting location will be provided later.

**Reid, Nicole R**

---

**From:** Changas, Paul  
**Sent:** Wednesday, August 24, 2016 4:19 PM  
**To:** Russell, Toni M  
**Subject:** RE: Meeting w Performance Matters

Thanks. I found out early this morning he was in meetings outside of the office and spoke to his purchasing manager, Chris Anderson. I got the information from Chris I needed pertaining to NWEA and have since also had some communication with Gary via email.

Paul

---

**From:** Russell, Toni M  
**Sent:** Wednesday, August 24, 2016 2:22 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** FW: Meeting w Performance Matters

See below. Gary told me he would be out of the office today and tomorrow.  
T

---

**From:** Henson, Chris M  
**Sent:** Wednesday, August 24, 2016 1:50 PM  
**To:** Russell, Toni M <Toni.Russell@mnps.org>  
**Cc:** Appenfelder, Gary <Gary.Appenfelder@mnps.org>  
**Subject:** RE: Meeting w Performance Matters

Connecting Gary -

---

**From:** Russell, Toni M  
**Sent:** Wednesday, August 24, 2016 11:36 AM  
**To:** Henson, Chris M  
**Subject:** RE: Meeting w Performance Matters

Performance Matters is planning to send us documentation related to questions we asked today. I have to ask are we allowed to take information from these guys? I am nervous about these discussions with these guys without any RFP.

---

**From:** Henson, Chris M  
**Sent:** Wednesday, August 24, 2016 8:03 AM  
**To:** Russell, Toni M <Toni.Russell@mnps.org>  
**Subject:** RE: Meeting w Performance Matters

Thanks.

Sent via the Samsung Galaxy S@6 active, an AT&T 4G LTE smartphone

----- Original message -----

From: "Russell, Toni M" <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)>  
Date: 8/24/16 7:58 AM (GMT-06:00)  
To: "Henson, Chris M" <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>  
Subject: Meeting w Performance Matters

Chris,  
FYI I think you know this but to be sure, TIS has been asked to meet with Performance Matters this morning for 2 hours.  
I arranged support from my team at Paul's request from meeting with Dr. Joseph, Monique and Sito.

***Toni M. Russell***

Executive Director of Technology and Information Services  
Metro Nashville Public Schools  
Office Phone: 615-259-8433

Joe

## Joe Bass

External Communications Manager

Metro Nashville Public Schools

(615) 259-8428

[joseph.bass@mnps.org](mailto:joseph.bass@mnps.org)



[WWW.MNPS.ORG/SCHOOLCHOICEFEST](http://WWW.MNPS.ORG/SCHOOLCHOICEFEST)

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*strategic | communication | futuristic | activator | arranger*

---

**From:** Changas, Paul

**Sent:** Friday, September 16, 2016 9:14 AM

**To:** Weber, Chris; Bass, Joseph A

**Subject:** FW: IMPORTANT- Assessments

I am forwarding an email from Dr. Felder. The third bullet says we will not use the benchmark assessments as a measure for academic magnets. This is a change from earlier in the week and I do not know what the plan is now.

Paul

---

**From:** Felder, Monique T

**Sent:** Friday, September 16, 2016 12:38 AM

**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>

**Subject:** IMPORTANT- Assessments

**Importance:** High

Hi Paul—

We are in the midst of finalizing the  
**Benchmark Assessments**

- The new window will be Sept. 26 through Oct. 14<sup>th</sup> to include all make ups (need to ensure we have the bandwidth, etc. in IT to administer... Do schools have enough computers?)

- Fall administration is required; winter and spring are required unless a school has another standards based assessment (i.e., ANet); next year all 3 administrations will be required—no opt outs.
- We will not use the Benchmark Assessments as a measure for the academic magnets.
- Which office typically drafts memorandums regarding notifying schools about matters concerning assessment administration? Not sure if it's your office, my division or a combination. I honestly don't know the answer to this question and just don't want to overstep anyone's responsibilities. If a combination or your office, could you start the draft and punt to me for review, input and feedback? I am attending the BOE retreat for the next 2 days and will have little time to draft it. David has put together a document that could be part of the overall communication. (David, please send what you have including the examples. Thanks!) The communication needs to be sent to principals by Tuesday as the assessment window opens on the 26<sup>th</sup>.

#### **Vision Statement**

- Does your office have a vision for assessments? If so, please share.

#### **Performance Matters & NWEA**

- Performance Matters. Dr. Joseph wants to pilot Performance Matters in the Priority Schools. Can you reach out to Rocky and/or Amy regarding next steps? Please advise. Thanks!
- Where are we with NWEA? Please advise. Thanks!

Thank you for your continued support and good cheer!

Best,

Monique

*Monique T. Felder, Ph.D.*

Chief Academic Officer

Metro Nashville Public Schools

2601 Bransford Avenue

Nashville, TN 37204

[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

Office: 615-259-8690

\*Connectedness\*Learner\*Achiever\*Relator\*Intellection\*Input

*"For these are all of our children...We will profit from or pay for whatever they become."* Baldwin

## Reid, Nicole R

---

**From:** Carlisle, Jana L  
**Sent:** Monday, September 19, 2016 3:00 PM  
**To:** Chagas, Paul  
**Subject:** RE: IMPORTANT- Assessments

Hi there,  
Hope all is well. Let me know if you need me to weigh in on any of this.  
Thanks.  
Jana

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]



---

**From:** Chagas, Paul  
**Sent:** Sunday, September 18, 2016 11:28 PM  
**To:** Felder, Monique T <Monique.Felder@mnps.org>  
**Cc:** Williams, David S <David.Williams2@mnps.org>; Carlisle, Jana L <Jana.Carlisle@mnps.org>; Henson, Chris M <Chris.Henson@mnps.org>  
**Subject:** Re: IMPORTANT- Assessments

Dr. Fielder,

I will be happy to work with Katea to schedule this meeting.

Thank you.

Paul

Sent from my iPad

On Sep 18, 2016, at 1:11 PM, Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)> wrote:

Hi Paul,

Thank you for this information. It has brought greater clarity on roles and responsibilities. Now that Jana is on board, I'd like to suggest that we all (i.e., your office, C&I, IT, Budget, & Communications) sit down with the Testing Calendar your office distributed in August to further clarify and finalize roles and responsibilities and funding sources regarding this year's assessments. It's important for us to all to get

ahead and remain ahead on the assessments and all that is needed to ensure successful implementation, etc.

Do you want to schedule the meeting or shall I?

Thank you, again...

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office: 615-259-8690

*\*Connectedness\*Learner\*Achiever\*Relator\*Intellection\*Input*

*"For these are all of our children...We will profit from or pay for whatever they become." Baldwin*

---

**From:** Chagas, Paul  
**Sent:** Friday, September 16, 2016 12:35 PM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Cc:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>  
**Subject:** RE: IMPORTANT- Assessments

Dr. Felder,

I apologize in advance for the very long email below, but I am attempting to address the various questions you raised in your email. I am copying Mr. Henson in addition to Dr. Carlisle, as several of these issues involve his departments.

### **Benchmark Assessments**

With respect to benchmark assessments, I will have to defer to IT regarding bandwidth and the number of computers, but we have successfully administered online interim benchmark assessments district-wide within a two-week window on multiple occasions in the past. It is important that schools do not wait until the last few days of the test window to try to administer all of the tests, however, or there may be capacity issues within the school. I know you included John Teeter from IT in a separate email regarding this issue, and he can better speak to capacity.

Thank you for the follow-up with regard to academic magnet qualifying. While the use of new, shorter benchmark assessments is not ideal for this purpose, the state's cancellation of spring testing left us with few options this year. While we will not be able to truly validate these assessments until the spring, given that last year's benchmarks correlated pretty highly with the 2015 TCAP and the new item bank appears to be better quality, I believe it will hold up OK. For most students it will be one more option rather than the only way to qualify.

Communication regarding assessments has been a shared effort with your division. My office typically communicates with schools regarding most state mandated assessments, but the EL office and Exceptional Ed office in your division generally take the lead pertaining to assessments specific to their populations. When the district was using Discovery Education Assessment (DEA) as our interim benchmarks, our office oversaw the test administration process and provided almost all of

the communication. The previous Chief Academic Officer decided to develop benchmarks in house last year utilizing instructional coaches, and your division took the lead in communications to schools. Kelly Wade, as the person in IT who oversaw SchoolNet, had a key role in the administration process and also routinely communicated with schools. My department assisted in developing the test blueprint, analysis and reporting of results, and our data coaches provided PD pertaining to the use of the SchoolNet item bank for classroom assessments. The bottom line is that my staff will be happy to assist in any way we can and we can discuss how to most effectively work jointly on these efforts. Decisions such as which district assessments to mandate are made in your division and my office plays a support role in the administration of those assessments.

### **Vision Statement**

My staff would love to work jointly with your division on a vision for assessments in MNPS. We have had numerous conversations over the years regarding what we would like to see. But given our limited role in decision making with respect to district mandated assessments, my team has not crafted a statement. However, from past conversations I believe we would all like to see a comprehensive but balanced assessment system that includes summative, interim benchmark, and classroom formative assessments that are aligned – to state academic standards and to each other. Such a system should support visible change in the instructional process and help students reach learning goals. I do not think our assessments have always been as well aligned or coordinated as they should – in part due to a tendency to respond quickly to various initiatives rather than laying out a long-term plan. As a district I believe we can also do a better job of communication and training with teachers regarding the role/use of each of the various assessments that are required.

### **Performance Matters & NWEA**

I will reach out to Performance Matters. I have spoken with Gary Appenfelter in the Business Office to confirm that we do not need a solicitation to pilot an assessment in some of our schools. However, he cannot execute a contract until a funding source is identified. Gary also added that should we make a decision to go district-wide with a new instructional management system, we would need to issue an RFP at that time. Toni Russell is out of the office today, but I spoke with Lance Lott in IT and he will brief Toni on Monday to begin conversations with Performance Matters in order to develop a plan and timeline for a pilot implementation.

With respect to NWEA, Gary Appenfelter says he has some of the documentation he needs from Shelby County in order for us to buy off their contract. He is still waiting for additional information he needs, but based upon his conversations with his counterpart there, he is pretty confident that we will not need a solicitation. As with Performance Matters, he will need a funding source before a contract can be executed. We do not yet have a cost estimate based upon Shelby County's contract. NWEA did send me a separate cost estimate this week, which I have shared with Gary so that we can compare to the Shelby County contract. The standard per student fee for MAP is \$13.50 per student, but we previously received a quote of \$9.50 per student for both Reading and Math. Unfortunately it only drops to \$8.00 for just Reading. That comes out to about \$380K for grades 2-8 for the assessment, with a separate \$75K indicated for professional development. The PD cost seems high and hopefully district staff can provide some of the PD. In the meantime, my office is working on a plan for rolling out NWEA that includes getting in front of principals, test coordinators and/or teams from each school.

Thank you.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation



Metropolitan Nashville Public Schools

Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Felder, Monique T

**Sent:** Friday, September 16, 2016 12:38 AM

**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>

**Subject:** IMPORTANT- Assessments

**Importance:** High

Hi Paul—

We are in the midst of finalizing the

**Benchmark Assessments**

- The new window will be Sept. 26 through Oct. 14<sup>th</sup> to include all make ups (need to ensure we have the bandwidth, etc. in IT to administer... Do schools have enough computers?)
- Fall administration is required; winter and spring are required unless a school has another standards based assessment (i.e., ANet); next year all 3 administrations will be required—no opt outs.
- We will not use the Benchmark Assessments as a measure for the academic magnets.
- Which office typically drafts memorandums regarding notifying schools about matters concerning assessment administration? Not sure if it's your office, my division or a combination. I honestly don't know the answer to this question and just don't want to overstep anyone's responsibilities. If a combination or your office, could you start the draft and punt to me for review, input and feedback? I am attending the BOE retreat for the next 2 days and will have little time to draft it. David has put together a document that could be part of the overall communication. (David, please send what you have including the examples. Thanks!) The communication needs to be sent to principals by Tuesday as the assessment window opens on the 26<sup>th</sup>.

**Vision Statement**

- Does your office have a vision for assessments? If so, please share.

**Performance Matters & NWEA**

- Performance Matters. Dr. Joseph wants to pilot Performance Matters in the Priority Schools. Can you reach out to Rocky and/or Amy regarding next steps? Please advise. Thanks!
- Where are we with NWEA? Please advise. Thanks!

Thank you for your continued support and good cheer!

Best,

Monique

*Monique T. Felder, Ph.D.*

Chief Academic Officer

Metro Nashville Public Schools

2601 Bransford Avenue

Nashville, TN 37204

[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

Office: 615-259-8690

\*Connectedness\*Learner\*Achiever\*Relator\*Intellection\*Input

*"For these are all of our children...We will profit from or pay for whatever they become."* Baldwin

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- Which office typically drafts memorandums regarding notifying schools about matters concerning assessment administration? Not sure if it's your office, my division or a combination. I honestly don't know the answer to this question and just don't want to overstep anyone's responsibilities. If a combination or your office, could you start the draft and punt to me for review, input and feedback? I am attending the BOE retreat for the next 2 days and will have little time to draft it. David has put together a document that could be part of the overall communication. (David, please send what you have including the examples. Thanks!) The communication needs to be sent to principals by Tuesday as the assessment window opens on the 26<sup>th</sup>.

**Vision Statement**

- Does your office have a vision for assessments? If so, please share.

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- Where are we with NWEA? Please advise. Thanks!

Thank you for your continued support and good cheer!

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office: 615-259-8690

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Best,  
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---

**From:** Chngas, Paul

**Sent:** Friday, September 16, 2016 12:35 PM

**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>

**Cc:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>

**Subject:** RE: IMPORTANT- Assessments

Dr. Felder,

I apologize in advance for the very long email below, but I am attempting to address the various questions you raised in your email. I am copying Mr. Henson in addition to Dr. Carlisle, as several of these issues involve his departments.

### **Benchmark Assessments**

With respect to benchmark assessments, I will have to defer to IT regarding bandwidth and the number of computers, but we have successfully administered online interim benchmark assessments district-wide within a two-week window on multiple occasions in the past. It is important that schools do not wait until the last few days of the test window to try to administer all of the tests, however, or there may be capacity issues within the school. I know you included John Teeter from IT in a separate email regarding this issue, and he can better speak to capacity.

Thank you for the follow-up with regard to academic magnet qualifying. While the use of new, shorter benchmark assessments is not ideal for this purpose, the state's cancellation of spring testing left us with few options this year. While we will not be able to truly validate these assessments until the spring, given that last year's benchmarks correlated pretty highly with the 2015 TCAP and the new item bank appears to be better quality, I believe it will hold up OK. For most students it will be one more option rather than the only way to qualify.

Communication regarding assessments has been a shared effort with your division. My office typically communicates with schools regarding most state mandated assessments, but the EL office and Exceptional Ed office in your division generally take the lead pertaining to assessments specific to their populations. When the district was using Discovery Education Assessment (DEA) as our interim benchmarks, our office oversaw the test administration process and provided almost all of the communication. The previous Chief Academic Officer decided to develop benchmarks in house last year utilizing instructional coaches, and your division took the lead in communications to schools. Kelly Wade, as the person in IT who oversaw SchoolNet, had a key role in the administration process and also routinely communicated with schools. My department assisted in developing the test blueprint, analysis and reporting of results, and our data coaches provided PD pertaining to the use of the SchoolNet item bank for classroom assessments. The bottom line is that my staff will be happy to assist in any way we can and we can discuss how to most effectively work

jointly on these efforts. Decisions such as which district assessments to mandate are made in your division and my office plays a support role in the administration of those assessments.

### **Vision Statement**

My staff would love to work jointly with your division on a vision for assessments in MNPS. We have had numerous conversations over the years regarding what we would like to see. But given our limited role in decision making with respect to district mandated assessments, my team has not crafted a statement. However, from past conversations I believe we would all like to see a comprehensive but balanced assessment system that includes summative, interim benchmark, and classroom formative assessments that are aligned – to state academic standards and to each other. Such a system should support visible change in the instructional process and help students reach learning goals. I do not think our assessments have always been as well aligned or coordinated as they should – in part due to a tendency to respond quickly to various initiatives rather than laying out a long-term plan. As a district I believe we can also do a better job of communication and training with teachers regarding the role/use of each of the various assessments that are required.

### **Performance Matters & NWEA**

I will reach out to Performance Matters. I have spoken with Gary Appenfelder in the Business Office to confirm that we do not need a solicitation to pilot an assessment in some of our schools. However, he cannot execute a contract until a funding source is identified. Gary also added that should we make a decision to go district-wide with a new instructional management system, we would need to issue an RFP at that time. Toni Russell is out of the office today, but I spoke with Lance Lott in IT and he will brief Toni on Monday to begin conversations with Performance Matters in order to develop a plan and timeline for a pilot implementation.

With respect to NWEA, Gary Appenfelder says he has some of the documentation he needs from Shelby County in order for us to buy off their contract. He is still waiting for additional information he needs, but based upon his conversations with his counterpart there, he is pretty confident that we will not need a solicitation. As with Performance Matters, he will need a funding source before a contract can be executed. We do not yet have a cost estimate based upon Shelby County's contract. NWEA did send me a separate cost estimate this week, which I have shared with Gary so that we can compare to the Shelby County contract. The standard per student fee for MAP is \$13.50 per student, but we previously received a quote of \$9.50 per student for both Reading and Math. Unfortunately it only drops to \$8.00 for just Reading. That comes out to about \$380K for grades 2-8 for the assessment, with a separate \$75K indicated for professional development. The PD cost seems high and hopefully district staff can provide some of the PD. In the meantime, my office is working on a plan for rolling out NWEA that includes getting in front of principals, test coordinators and/or teams from each school.

Thank you.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Felder, Monique T  
**Sent:** Friday, September 16, 2016 12:38 AM

*Donna*

**Donna Mason**  
**State Lead, Tennessee**  
**336-601-4669**  
[donna.mason@act.org](mailto:donna.mason@act.org)



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**From:** Chagas, Paul [<mailto:Paul.Chagas@mnps.org>]  
**Sent:** Monday, August 29, 2016 11:02 AM  
**To:** Donna Mason <[Donna.Mason@act.org](mailto:Donna.Mason@act.org)>  
**Subject:** RE: ACT Data Meeting

Donna,

I was not aware that you had met with Dr. Felder but I did know that Performance Matters was here last week. I believe Dr. Joseph invited them and they did speak with Dr. Felder and some other district staff, including me. It is my understanding that district leadership will have exploratory conversations with different vendors in the months to come regarding a variety of potential future needs.

The district currently develops its own benchmark assessments, but there is interest in either purchasing additional item banks or commercially developed benchmarks. However, these items were not budgeted for this school year and we are likely looking at an RFP process for the 2017-18 school year.

There is also interest in exploring options to our current instructional management system, SchoolNet, which is up for renewal late in the current school year. The conversation with Performance Matters was focused on their management system and formative assessment platform.

I did speak with Dr. Felder after receiving your email and she will be happy to have you speak further with district staff as we go forward. District leaders are still assessing the current state of our assessments and data systems, including a new student information system. Once they have a better idea of how they would like to proceed, I anticipate an RFP process and an opportunity for vendors to have the same opportunity to present to district staff involved in the selection process.

Everything appears to very preliminary at this stage, but I will let you know more as we go forward.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools

---

**From:** Donna Mason [<mailto:Donna.Mason@act.org>]  
**Sent:** Thursday, August 25, 2016 3:24 PM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Subject:** FW: ACT Data Meeting

Hi Paul,

I met with Dr. Felder yesterday introducing myself and sharing information on the Grad Class profile for Metro Nashville. Our original conversations were about ACT Aspire because your new DOS asked her to reach out to me. ( I had introduced myself to him via LinkedIn)

I saw the folks from Performance Matters there yesterday. They would be a direct competitor for ACT Aspire. Do you know if they were making a presentation to her and her staff? I emailed for a follow up visit asking if we could present ACT Aspire to them, especially since now ACT is required for graduation.

Any thoughts?

Thanks!

*Warm Regards,*  
*Donna*

**Donna Mason**  
**State Lead, Tennessee**  
**336-601-4669**  
[donna.mason@act.org](mailto:donna.mason@act.org)



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**From:** Felder, Monique T [<mailto:Monique.Felder@mnps.org>]  
**Sent:** Thursday, August 25, 2016 4:01 PM  
**To:** Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>  
**Cc:** Donna Mason <[Donna.Mason@act.org](mailto:Donna.Mason@act.org)>; Beasley, Lisa R <[Lisa.Beasley@mnps.org](mailto:Lisa.Beasley@mnps.org)>  
**Subject:** ACT Data Meeting

Hi Sito,

It would be great if Donna Mason, State Lead, ACT, could meet with our Middle and High School principals as soon as possible. (Perhaps at their September ELP Team meeting.) Donna can review ACT trend data including highlighting specific areas where MNPS' tea need additional instructional focus. Please let Donna know when she can get face time with principals. We will also want to invite her to an upcoming Collaborative, Cross functional & Development Team meeting to ensure our district leaders, who are supporting principals, have the same information.

Donna is wonderful and is copied on this email!

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

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**Reid, Nicole R**

---

**From:** McCargar, Julie  
**Sent:** Wednesday, September 21, 2016 9:57 AM  
**To:** Changas, Paul; Klein, Sage N; Clark, Merrie M  
**Subject:** Re: Meeting with Dr. Felder regarding assessments

I will come.

*Sent from my Verizon Wireless 4G LTE DROID*

"Changas, Paul" <Paul.Changas@mnps.org> wrote:

Julie,

I am meeting with Dr. Felder tomorrow from 3:15 to 4:15 along with David Williams, Kelly McKinney, Toni Russell and a few others to discuss different department roles and responsibilities in the administration of district and state assessments this year. She asked if I could have someone from "Budget" there, as she would like to discuss possible funding sources. I spoke with Gary Appenfeller if he wanted to attend and hear the discussion, but he is out of town and does not want to send someone in his place. Dr. Felder would like to pilot Performance Matters in Priority schools, but I am not sure when that will begin this year and what the expectation will be for those schools with respect to benchmark assessments. I do not know if you are interested in having someone from Federal Programs there, but I wanted to give you the opportunity since Priority schools and budget are likely topics.

Let me know if you would like me to send an invite to anyone in your department. We will meet in C408 (Exceptional Ed conference room).

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility



**Reid, Nicole R**

---

**From:** Changas, Paul  
**Sent:** Thursday, September 22, 2016 11:13 AM  
**To:** Felder, Monique T; Narcisse, Sito J  
**Cc:** Carlisle, Jana L  
**Subject:** Feedback from Performance Matters Presentation  
**Attachments:** Performance Matters Survey Results 9-2016.pdf

I have attached the results from the survey responses we received from the 6-item survey we sent to principals and teachers that attended demonstrations by Performance Matters on August 24. We had responses from 22 school administrators and 10 teachers. As you can see, the results are mostly favorable. Half of the respondents had a very positive overall impression and another 38% a somewhat positive impression from the presentation. A couple of participants were neutral and a couple were somewhat negative. Twenty-seven of the 32 participants would "definitely" or "probably" like to see the district move toward such a system.

The attachment includes the responses to the two open-ended questions. There were several positive comments regarding the assessment platform, the reporting capabilities, and the flexibility provided. There were some responses indicating that individuals would need to see more of the product or have a chance to actually use it in order to evaluate. Of course there was not time for participants to see everything available in Performance Matters or to drive it themselves. There were also comments indicating that the purchase of quality items and/or pre-made classroom assessments to go with the platform would be important. A few individuals commented that they did not see this as an improvement over the current platform, that an instructional component is also needed, or that they would like to see other competing products as well.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

## Reid, Nicole R

---

**From:** Changas, Paul  
**Sent:** Wednesday, September 28, 2016 9:08 AM  
**To:** Stenson, Christine M  
**Subject:** RE: Performance Matters

I do not know much either, other than Dr. Joseph wants the assessment module piloted sometime this year in our Priority schools. I do not know the timeline. I believe the same benchmark assessments we will be administering through SchoolNet will be administered through Performance Matters, but I am not 100% sure. Toni may want to ask Chris Henson to bring this to the ELT.

Paul

---

**From:** Stenson, Christine M  
**Sent:** Wednesday, September 28, 2016 9:02 AM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** Performance Matters

On the table.... No one here really knows what the intent it for this. IT is kind of overwhelmed.

Christine (Tina) Stenson, Ph.D.  
Director of Research and Evaluation  
MNPS Research, Assessment, and Evaluation Dept.  
2601 Bransford Ave, C409, Nashville, TN 37204  
[christine.stenson@mnps.org](mailto:christine.stenson@mnps.org)

**Reid, Nicole R**

---

**From:** Russell, Toni M  
**Sent:** Thursday, September 29, 2016 3:46 PM  
**To:** Felder, Monique T;Williams, David S;Changas, Paul  
**Cc:** Renfro, Douglas;Lott, Lance;Wade, Kelly S;Teeter, John W;Henson, Chris M;Stark, Kenneth;Appenfelder, Gary;Narcisse, Sito J  
**Subject:** Performance Matters Pilot

Monique, David, and Paul,

I have been asked to get a meeting scheduled with Performance Matters. Rocky is waiting to hear from me. To ensure an effective use of everyone's time at this meeting, I would like to make sure we are in sync. Some of us have had separate discussions sharing what we know but this distribution team has not discussed this together. A meeting of the parties on this distribution would be beneficial but email responses could answer the questions. My sanity question is always what problem are we trying to solve. With that in mind I ask the following:

- 1) MNPS wants to have a Performance Matters pilot with the high priority schools later this year. Is there a NLT (no later than) date driving when we do this?
- 2) Who will be the project sponsor with whom TIS would work establishing the requirements for the pilot?
- 3) There is a new piece of information impacting this effort. TIS has learned the Professional Development (PD) module of SchoolNet is being sunset at the end of the school year so regardless of replacing or renewing SchoolNet, PD will have to be replaced.
- 4) Is using all high priority schools considered a pilot or would it be a subset of high priority schools?
- 5) What is the long term goal (what problem are we to solve)? Is it to understand what it would take to move to Performance Matters , replacing Schoolnet when that contract expires in April 2017? What is SchoolNet missing that the team needs to ensure is in a replacement? Should a beefed up enhanced way of presenting Schoolnet and Datawarehouse data (which my team tells me was built from teacher input) be considered as an option?
- 6) If replacing is the goal, time is of the essence. It will take time to make such a move and migrate all those years of data. So if that is the desired state, that pilot needs to start sooner rather than later and this answers item 1. If the goal is to replace Schoolnet but not necessarily with Perf Matters, I feel urgency for the district to kick start a project starting with requirements definition.
- 7) I believe Performance Matters told us Shelby and Montgomery counties are using their product so is the idea that would help eliminate/reduce a lengthy RFP process?

Thank you,

***Toni M. Russell***

Executive Director of Technology and Information Services  
Metro Nashville Public Schools  
Office Phone: 615-259-8433

## Reid, Nicole R

---

**From:** Appenfelder, Gary  
**Sent:** Wednesday, September 28, 2016 11:37 AM  
**To:** Russell, Toni M; Changas, Paul; Renfro, Douglas; Williams, David S  
**Cc:** Hansen, Laura M; Lott, Lance  
**Subject:** RE: Meeting Request

I talked with Rocky by phone this week. He doesn't know what the intended or expected scope is because (his understanding) the "team" on this end hasn't yet figured out what specifics to ask him for. So, he hasn't provided any sort of proposal. Just discussed with (presented to?) the team what things he can offer.

Gary Appenfelder  
Director of Purchasing  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)



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NASHVILLE  
PUBLIC  
SCHOOLS

---

**From:** Russell, Toni M  
**Sent:** Wednesday, September 28, 2016 9:14 AM  
**To:** Changas, Paul; Appenfelder, Gary; Renfro, Douglas; Williams, David S  
**Cc:** Hansen, Laura M; Lott, Lance  
**Subject:** RE: Meeting Request

I'm reaching back out to you guys. Unless I overlooked it, no one has responded yet. I don't want to appear unresponsive to Rocky but I also don't want to set up a meeting with Performance Matters without knowing the scope of the pilot, actually confirming from Gary we are good to go with a pilot with Performance Matters, basically the items below. Any help would be appreciated. I don't want Monique to think IT is not responsive.

Thanks, Toni

---

**From:** Russell, Toni M  
**Sent:** Monday, September 26, 2016 2:02 PM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Appenfelder, Gary <[Gary.Appenfelder@mnps.org](mailto:Gary.Appenfelder@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Subject:** FW: Meeting Request

Team,  
Last Thursday I didn't quite get the conversation at the end of the meeting I had hoped for. A couple of us were hoping there would be time to get into the details of what Dr. Felder is seeking related to Performance Matters. I'd like to have a good understanding before scheduling a meeting with Rocky and company. I am sending this to a reduced distribution so hopefully together we can figure this out. I have talked to each of you individually and all of us have a piece of the puzzle. This is what I understand thus far and the questions I have:

- 1) MNPS wants to have a Performance Matters pilot with the high priority schools later this year. Is there a date driver that I don't know about or understand?
- 2) Is using all high priority schools considered a pilot or would it be a subset of high priority schools?
- 3) Is the goal to understand what it would take to move to Performance Matters , replacing Schoolnet when that contract expires in April 2017 with Performance Matters?
- 4) If that is the goal, time is of the essence, it will take time to make such a move and migrate all those years of data. So if that is the desired state, that pilot needs to start sooner rather than later. And if the goal is to replace but not necessarily with Perf Matters, I feel greater urgency to put a project together.
- 5) I believe Performance Matters also told us Shelby and Montgomery counties are using their product so is the belief that would help eliminate/reduce a lengthy RFP process identifying reqts, identifying candidates, selecting and closing the deal?

I apologize for so many questions but I come from a world where we would be writing reqts, putting out an RFP for responses to eval, etc. I get that this may be different if we are able to benefit from an existing contract with a neighboring county.

Thanks, T

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]

**Sent:** Monday, September 26, 2016 9:26 AM

**To:** Russell, Toni M <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)>

**Cc:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)>; Teeter, John W <[John.Teeter@mnps.org](mailto:John.Teeter@mnps.org)>; Wade, Kelly S <[Kelly.Wade@mnps.org](mailto:Kelly.Wade@mnps.org)>

**Subject:** Re: Meeting Request

Good morning Toni,

I hope all is well. Just wanted to follow up on the previous email. Thanks in advance.

Rocky

On Mon, Sep 19, 2016 at 11:55 PM, Russell, Toni M <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)> wrote:

Rocky,

I will work scheduling of our team here based on your options and get back to you to confirm.

Toni

Sent from my iPhone

On Sep 19, 2016, at 8:35 PM, Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)> wrote:

Thanks Paul for the follow up. Toni, if you and your team are available that afternoon, it would be great. However I understand completely if the 3rd is not a good day due to the break. My additional availability for an onsite meeting include the following days:

- October 12-14
- October 17
- October 24-27

Let me know which date works best, and I will plan accordingly. Looking forward to the collaboration.

Rocky

On Mon, Sep 19, 2016 at 6:57 PM, Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)> wrote:

Rocky,

I have copied our new Chief of Staff, Jana Carlisle, and Toni Russell, our IT Executive Director, on this email. Toni was out of the office last week, but I spoke with her earlier today to let her know that I would be reaching out to you regarding scheduling a meeting or phone call to discuss next steps.

I will also be out of the office on October 3, but there should be other staff from my department that are available. However, the primary discussion pertaining to the implementation of a pilot will need to occur with our IT department. I will let Toni address availability of her staff on the 3<sup>rd</sup>.

In speaking with Toni today I know there are some things internally that need to be discussed soon in order to better plan for this year. We have a meeting with Dr. Felder and other key staff later this week that should help in that regard.

We will be in touch soon.

Paul

Paul Chagas

Executive Director

Research, Assessment & Evaluation

Metropolitan Nashville Public Schools

Office: [615-259-8430](tel:615-259-8430)

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

**From:** Felder, Monique T  
**Sent:** Monday, September 19, 2016 5:39 PM  
**To:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>; Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Subject:** RE: Meeting Request

Hi Rocky—

Sorry for the delayed response... I will be on leave the week of Oct. 3<sup>rd</sup> as that is MNPS' fall break. You should be hearing from Paul Changas shortly as he is scheduling the next planning meeting as we'd like to pilot PM in our 12 priority schools this year. Paul is copied on this email. Mo Carrasco, Ex. Officer, Priority Schools, and possibly members of his team, will need to be invited to the meeting as well.

Thank you for your patience and persistence. Looking forward to meeting with you soon!

Best regards,

Monique

*Monique T. Felder, Ph.D.*

Chief Academic Officer

Metro Nashville Public Schools

2601 Bransford Avenue

Nashville, TN 37204

[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

Office: [615-259-8690](tel:615-259-8690)

\*Connectedness\*Learner\*Achiever\*Relator\*Intellection\*Input

*"For these are all of our children...We will profit from or pay for whatever they become." Baldwin*

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]  
**Sent:** Monday, September 19, 2016 10:20 AM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>  
**Subject:** Re: Meeting Request

Good morning,

I hope all is well. Just wanted to follow up on the previous email. Let me know if that afternoon works, and I will schedule accordingly.

Looking forward to the discussion. Thanks again!

Rocky

On Wed, Sep 14, 2016 at 12:08 AM, Roderick Sams  
<[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)> wrote:

Good evening Monique and Sito,

I hope all is well. I wanted to touch bases with you regarding the scheduling of a follow up meeting with the Executive Team. We've had some great conversations regarding our Professional Learning platform and have a web demonstration of our Evaluation platform on September 30th. Given this, I felt it would be a good idea to reconvene with the idea of developing a plan that incorporates a phased in implementation that works for the district.

Amy and I will be in Williamson County the morning of October 3rd. Would it be possible to meet that afternoon? Let me know a good time and I will plan accordingly.

Look forward to coming together again. Thanks!



**Reid, Nicole R**

---

**From:** Williams, David S  
**Sent:** Thursday, October 13, 2016 10:29 AM  
**To:** Russell, Toni M;Changas, Paul  
**Subject:** Re: Student count for Unify priority schools

Thanks for keeping me in the loop on this. I'm happy to join in any conversation and provide support.

Safe travels, Toni!

David

**David S. Williams, Ed.D.**  
*Interim Executive Director of Curriculum and Instruction*  
*Division of Teaching and Learning*  
*Metropolitan Nashville Public Schools*  
2601 Bransford Ave  
Nashville, TN 37204

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*David.Williams2@mnps.org*  
*(615) 259-8602*

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**From:** "Russell, Toni M" <Toni.Russell@mnps.org>  
**Date:** Thursday, October 13, 2016 at 12:56 AM  
**To:** "Changas, Paul" <Paul.Changas@mnps.org>  
**Cc:** David Williams <David.Williams2@mnps.org>  
**Subject:** Re: Student count for Unify priority schools

Thanks Paul. I think we are all in the same boat, we want to move forward but we need to understand what we can do via a pilot so we can then meet with Rocky. He and I continue to touch base so he knows this hasn't fallen off the radar but we have some internal communication to be done before we meet. Gary is the only person who responded when I presented questions on the Performance Matters topic a week or so ago. I look forward to the internal meeting next week when all the right parties are together.

I thought the data on the counts might be available but was not sure so thank you for taking that action.

FYI I am out of the office Thursday and Friday in Ohio for my new mother in law's 90th birthday. The new daughter in law needed to be present. 😊

Toni

Sent from my iPhone

On Oct 12, 2016, at 11:03 PM, Chngas, Paul <[Paul.Chngas@mnps.org](mailto:Paul.Chngas@mnps.org)> wrote:

Toni,

I will give you a call in the morning, but I do not know any more about where this stands since we last spoke except that Gary Appenfelder expressed to me concern about the fact that the Schoolnet contract ends in April and if we are going to replace Schoolnet at that time we need to release an RFP ASAP. Even if we pilot Performance Matters, we cannot go district-wide without an RFP.

Since enrollment counts are not confidential data are generally available to the public upon request (and included in some recent documents that are public), I will pull the data Rocky requested. I assume he is working on a cost proposal. However, Dr. Felder announced today that these benchmarks will be optional, although I am not 100% certain if that is the case for Priority schools. If we are only going to use Performance Matters to deliver benchmark assessments in Priority schools but not all schools are participating, that would reduce the total student count.

Paul

Paul Chngas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430  
Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Russell, Toni M

**Sent:** Wednesday, October 12, 2016 8:01 PM

**To:** Chngas, Paul <[Paul.Chngas@mnps.org](mailto:Paul.Chngas@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>

**Subject:** Fwd: Student count for Unify priority schools

Paul,

I am not comfortable providing data to Rocky until we know what we are doing with Performance Matters. I think the meeting next Friday will get us closer to all understanding the plan. I assume Rocky is talking about the pilot Monique wants worked, right? David I added you to this email so we 3 stay in sync. You guys may know the scope of what is intended but I don't. I don't know if all parties have agreed to the pilot thus we are expected and authorized to provide the numbers.

Paul, are you responding to Rocky?

Thanks,  
Toni

Sent from my iPhone

Begin forwarded message:

**From:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Date:** October 12, 2016 at 7:24:33 PM CDT  
**To:** "Changas, Paul" <[paul.changas@mnps.org](mailto:paul.changas@mnps.org)>, "Russell, Toni M" <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)>  
**Subject:** Student count for Unify priority schools

Good evening Paul and Toni,

Can you provide the student count for the Unify priority schools project? I need that information for pricing.

Thanks,

Rocky

--

Roderick Sams, Ed.D.  
Director, Education Solutions  
(770) 283-4145

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**Reid, Nicole R**

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**From:** Russell, Toni M  
**Sent:** Tuesday, October 18, 2016 9:49 AM  
**To:** Williams, David S;Changas, Paul  
**Subject:** RE: Performance Matters Pilot

Do you think there would be any value to some discussion Friday on what we have in the DW and what could be done with that data? I didn't want to take time from the meeting to discuss the DW if you guys know we would be wasting time. My first impression of what I saw with Performance Matters was it was simply a way of presenting data in the DW pretty.

---

**From:** Williams, David S  
**Sent:** Tuesday, October 18, 2016 9:23 AM  
**To:** Russell, Toni M <Toni.Russell@mnps.org>; Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** Re: Performance Matters Pilot

Hi Toni –

Thanks so much for following up here.

Honestly, I don't know the answers to hardly any of your questions. I don't know the rationale for moving in this direction other than our new leadership has experience with it and likes the product. I don't know how schools are being selected to "pilot."

I think PD is a big concern, and I'm not sure if anything can be transferred over to Performance Matters. And I'm not certain of all the repercussions if things don't transfer.

I do think an issue that has come up is having a more updated interface for data warehouse, so this platform might be a way to integrate information there and in schoolnet.

We also need to run an RFP for an item bank that Performance Matters will host.

I have time before 3 today to come by, but will be in the curriculum update meetings the next 2 days.

Sorry I can't be of more help at this point – I feel like I'm learning as we go like the rest of us.

David

**David S. Williams, Ed.D.**  
*Interim Executive Director of Curriculum and Instruction*  
*Division of Teaching and Learning*  
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[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)  
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---

**From:** "Russell, Toni M" <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)>  
**Date:** Monday, October 17, 2016 at 5:26 PM  
**To:** "Changas, Paul" <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>, David Williams <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Subject:** FW: Performance Matters Pilot

Hey guys,

As we prepare for Friday's meeting on Performance Matters and Schoolnet, would it be possible for the 3 of us to talk very soon? We want this to be most productive for everyone. I haven't seen any responses from anyone other than Gary's below.

Thanks, Toni

---

**From:** Appenfeller, Gary  
**Sent:** Thursday, September 29, 2016 8:59 PM  
**To:** Russell, Toni M <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>; Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Cc:** Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>; Lott, Lance <[Lance.Lott@mnps.org](mailto:Lance.Lott@mnps.org)>; Wade, Kelly S <[Kelly.Wade@mnps.org](mailto:Kelly.Wade@mnps.org)>; Teeter, John W <[John.Teeter@mnps.org](mailto:John.Teeter@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>; Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>; Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; McCargar, Julie <[Julie.McCargar@mnps.org](mailto:Julie.McCargar@mnps.org)>  
**Subject:** RE: Performance Matters Pilot

My input/comments are in green italics after each question (I don't comment on all question).

Gary Appenfeller  
Director of Purchasing  
*Metro Nashville Public Schools*  
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Nashville, TN 37204  
(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfeller@mnps.org](mailto:Gary.appenfeller@mnps.org)



---

**From:** Russell, Toni M  
**Sent:** Thursday, September 29, 2016 3:46 PM  
**To:** Felder, Monique T; Williams, David S; Changas, Paul

**Cc:** Renfro, Douglas; Lott, Lance; Wade, Kelly S; Teeter, John W; Henson, Chris M; Stark, Kenneth; Appenfelder, Gary; Narcisse, Sito J

**Subject:** Performance Matters Pilot

Monique, David, and Paul,

I have been asked to get a meeting scheduled with Performance Matters. Rocky is waiting to hear from me. To ensure an effective use of everyone's time at this meeting, I would like to make sure we are in sync. Some of us have had separate discussions sharing what we know but this distribution team has not discussed this together. A meeting of the parties on this distribution would be beneficial but email responses could answer the questions. My sanity question is always what problem are we trying to solve. With that in mind I ask the following:

- 1) MNPS wants to have a Performance Matters pilot with the high priority schools later this year. Is there a NLT (no later than) date driving when we do this?
- 2) Who will be the project sponsor with whom TIS would work establishing the requirements for the pilot?
- 3) There is a new piece of information impacting this effort. TIS has learned the Professional Development (PD) module of SchoolNet is being sunset at the end of the school year so regardless of replacing or renewing SchoolNet, PD will have to be replaced.
- 4) Is using all high priority schools considered a pilot or would it be a subset of high priority schools?  
*Within this question are several more important assumptions and sub-questions. A pilot is a limited duration trial in a limited number of schools/classrooms in order to find out if the product/service works and/or is a good fit. If the purpose of this trial is to test whether the product/service would be long term successful for Priority Schools, then this is not a pilot as it jumps to the conclusion without a subset trial, unless equivalent pilots are planned with all other potential providers of equivalent products/services. If the purpose of the pilot is to test whether the product/service would be long term successful across all district schools, then it can be a pilot if (a) a limited duration is defined, (b) a clear evaluation of results plan is defined to determine definitively if the product/service was successful, and (c) if all other providers of same/equivalent products/services are given the same pilot opportunity. A sub-question is, what is the purpose of the pilot? Is it to test the product/service, or is it to get a product into the priority schools quickly? Another question is, what will be the funding source (federal or operating budget) since we're talking about Priority Schools? If it's federal funds, a discussion of pilot is moot – use of any provider will have to be supported by competitive selection.*
- 5) What is the long term goal (what problem are we to solve)? Is it to understand what it would take to move to Performance Matters, replacing Schoolnet when that contract expires in April 2017? What is SchoolNet missing that the team needs to ensure is in a replacement? Should a beefed up enhanced way of presenting Schoolnet and Datawarehouse data (which my team tells me was built from teacher input) be considered as an option? *Since the Schoolnet contract ends, the same/equivalent product is either to be continued or replaced or eliminated. Assuming that our desire is to continue with the same/equivalent product, we need either an existing competitively awarded contract for the same product that we can piggyback, or a competitive solicitation. I'm not aware of any contract that we can piggyback on to continue using Schoolnet. Although this is only September, I don't believe replacing Schoolnet by April 30 is possible without guaranteeing a disastrous launch. That may also be true for a timeline of launching at the beginning of the 2017-2018 school year. These statements assume that a solicitation is needed to select/award a provider after April 30. I have no idea how Performance Matters fits into the issue replacing Schoolnet.*
- 6) If replacing is the goal, time is of the essence. It will take time to make such a move and migrate all those years of data. So if that is the desired state, that pilot needs to start sooner rather than later and this answers item 1. If the goal is to replace Schoolnet but not necessarily with Perf Matters, I feel

urgency for the district to kick start a project starting with requirements definition. *Toni's question is basic to the issue. If the true intent is to replace Schoolnet, a pilot with anybody is pointless. If we've identified (compliantly) a product to replace Schoolnet, then let's replace. A pilot only delays that process since the decision's already been made. If we don't have a compliantly selected replacement (at this moment, we do not), a solicitation to select a replacement needs to start now (estimated time to complete the solicitation is 4-5 months, if we hustle).*

- 7) I believe Performance Matters told us Shelby and Montgomery counties are using their product so is the idea that would help eliminate/reduce a lengthy RFP process? *I've contacted Montgomery County. They do have a contract with Performance Matters, but it was not competitively awarded and is for a customized product, so it is of no use for piggybacking. I've inquired at Shelby County today, but have not received a response.*

Thank you,

***Toni M. Russell***

Executive Director of Technology and Information Services  
Metro Nashville Public Schools  
Office Phone: 615-259-8433

## Reid, Nicole R

---

**From:** Stark, Kenneth  
**Sent:** Friday, October 21, 2016 12:19 PM  
**To:** Felder, Monique T;Williams, David S;Changas, Paul;Appenfelder, Gary;Russell, Toni M;Jones, Katea J;Wade, Kelly S;Teeter, John W;Renfro, Douglas;Stenson, Christine M  
**Cc:** Henson, Chris M  
**Subject:** Performance Matters/School Net Follow up

Everybody,

Thanks for attending this morning. I thought the conversation was very helpful.

Let me provide a brief recap of the conversation along with next steps for those that weren't there and so that we can be sure we are on the same page. If your notes or recollections are different please let me know.

### Discussion:

- 1) Gary discussed the Shelby County contract with True North Logic and Performance Matters. It appears that the bidding for the contract was focused around professional development, not assessment. This limits our ability to use the bidding of this contract to enter into an agreement for the assessment pieces of the services that Performance Matters offers. We are limited to the services that were historically provided by True North.
- 2) There was discussion around what the intent of the current project is. The belief is that the desire is to implement the Performance Matters assessment pieces in the Priority Schools in January. There also is the need to replace the expiring SchoolNet Staff Development module. Our current agreement for SchoolNet expires April 1.
- 3) There was discussion about the timing of the needed RFPs for an IMS (SchoolNet), LMS (Blackboard), in addition to the PD tracking module that is currently a part of SchoolNet.
  - a. The agreement with Blackboard is believed to expire in June, 2018. The current plan calls for an RFP to be begun in January with award in July and if there is a change from Blackboard there would be approximately one year timeline to allow for a smooth transition with the start of the 18/19 school year.
  - b. The SchoolNet contract as a whole expires April 1. The overall contract could be extended, but the price needs to be determined. The PD portion is slated to end April 1. Kelly checked with her contact during the meeting and was told it the PD portion could possibly be kept alive through December 17. The cost of that is unknown at this point.
- 4) There was discussion relative to the timing of when the various transitions should be made. If we are going to transition to a new PD software package, Kelly would like to make the transition prior to March 1 so that the new system can capture all of the summer PD. We discussed the reality of that timeline and whether a back-up plan needs to be in place. Given the shortness of the timeline and recent experiences with implementing a new system there was significant support for a back-up.
- 5) There was discussion around the need to identify resources for the on-going support of the PD system once it is in place. And whether much of the ownership that is now undertaken by Kelly should be transitioned to the PD Office.
- 6) There was discussion relative to the meeting being arranged by Performance Matters. There was some believe that the meeting could be used to set a plan for proceeding with the PD module and getting that piece in place by March 1.

### Next Steps:

- 1) Gary will distribute Shelby Contract with True North Logic/Performance Matters so that everyone can be on the same page as to what is eligible for contracting without an RFP.
- 2) Gary will contact Pearson/Schoolnet to determine pricing of potential extensions



- 3) An RFP for an Instructional Management System needs to be undertaken as soon as possible – need to determine who will lead this effort
  - a. An RFP for the Item bank is already underway
- 4) Assuming the decision is to proceed with the Performance Matters/True North PD module relying on the Shelby County contract, a purchase order will need to be completed. Funding for this needs to be identified. There may be some overlap between School Net PD and Performance matters.
- 5) Kelly will continue work on a project charter for the PD piece and indicate a drop dead date for the decision as to whether or not we can go live with Performance Matters PD module in time to capture summer PD which historically starts being entered March 1.
- 6) Doug and Dave will have a follow-up conversation with Dr. Felder about today's meeting.

Again, thank you for the productive conversation. Please let me know if I missed anything or if there is anything that I got incorrect.

Ken

Kenneth R. Stark  
Executive Officer for Operations  
Metropolitan Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8424

## Reid, Nicole R

---

**From:** Stark, Kenneth  
**Sent:** Friday, October 21, 2016 1:34 PM  
**To:** Appenfelder, Gary; Felder, Monique T; Williams, David S; Chagas, Paul; Stenson, Christine M; Russell, Toni M; Jones, Katea J; Wade, Kelly S; Teeter, John W; Renfro, Douglas; Henson, Chris M  
**Subject:** RE: Performance Matters contract with Shelby County

Gary,

The terms seem to blend together and have multiple possible interpretations so I want to make sure I am understanding correctly. When you say "performance measurement", my reading of the rfp document is that means purely employee performance, not student performance. Is that your interpretation as well?

Ken

---

**From:** Appenfelder, Gary  
**Sent:** Friday, October 21, 2016 1:24 PM  
**To:** Stark, Kenneth <Kenneth.Stark@mnps.org>; Felder, Monique T <Monique.Felder@mnps.org>; Williams, David S <David.Williams2@mnps.org>; Chagas, Paul <Paul.Chagas@mnps.org>; Stenson, Christine M <Christine.Stenson@mnps.org>; Russell, Toni M <Toni.Russell@mnps.org>; Jones, Katea J <Katea.Jones@mnps.org>; Wade, Kelly S <Kelly.Wade@mnps.org>; Teeter, John W <John.Teeter@mnps.org>; Renfro, Douglas <Douglas.Renfro@mnps.org>  
**Subject:** Performance Matters contract with Shelby County

Attached are all the relevant files associated with the Performance Matters contract with Shelby County. At the time that the RFP was conducted, TrueNorthLogic was still a company independent of Performance Matters. Performance Matters acquired TrueNorthLogic immediately after the contract award from the Shelby County RFP.

What we can piggyback on is strictly the products provided in the TrueNorthLogic proposal and contract, which appears to be limited to their PD product and performance measurement.

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**Reid, Nicole R**

---

**From:** Appenfelder, Gary  
**Sent:** Friday, October 21, 2016 2:00 PM  
**To:** Stark, Kenneth; Felder, Monique T; Williams, David S; Chagas, Paul; Stenson, Christine M; Russell, Toni M; Jones, Katea J; Wade, Kelly S; Teeter, John W; Renfro, Douglas; Henson, Chris M  
**Subject:** RE: Performance Matters contract with Shelby County

Yes. The RFP is interesting, but the key documents that define what TNL (Performance Matters) is to provide are the contract and the proposal.

Gary Appenfelder  
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**From:** Stark, Kenneth  
**Sent:** Friday, October 21, 2016 1:34 PM  
**To:** Appenfelder, Gary; Felder, Monique T; Williams, David S; Chagas, Paul; Stenson, Christine M; Russell, Toni M; Jones, Katea J; Wade, Kelly S; Teeter, John W; Renfro, Douglas; Henson, Chris M  
**Subject:** RE: Performance Matters contract with Shelby County

Gary,

The terms seem to blend together and have multiple possible interpretations so I want to make sure I am understanding correctly. When you say "performance measurement", my reading of the rfp document is that means purely employee performance, not student performance. Is that your interpretation as well?

Ken

---

**From:** Appenfelder, Gary  
**Sent:** Friday, October 21, 2016 1:24 PM  
**To:** Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>; Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>; Stenson, Christine M <[Christine.Stenson@mnps.org](mailto:Christine.Stenson@mnps.org)>; Russell, Toni M <[Toni.Russell@mnps.org](mailto:Toni.Russell@mnps.org)>; Jones, Katea J <[Katea.Jones@mnps.org](mailto:Katea.Jones@mnps.org)>; Wade, Kelly S <[Kelly.Wade@mnps.org](mailto:Kelly.Wade@mnps.org)>; Teeter, John W <[John.Teeter@mnps.org](mailto:John.Teeter@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>  
**Subject:** Performance Matters contract with Shelby County

Attached are all the relevant files associated with the Performance Matters contract with Shelby County. At the time that the RFP was conducted, TrueNorthLogic was still a company independent of Performance Matters. Performance Matters acquired TrueNorthLogic immediately after the contract award from the Shelby County RFP.

What we can piggyback on is strictly the products provided in the TrueNorthLogic proposal and contract, which appears to be limited to their PD product and performance measurement.

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## Reid, Nicole R

---

**From:** Felder, Monique T  
**Sent:** Monday, October 24, 2016 5:10 PM  
**To:** Stark, Kenneth; Appenfeller, Gary; Williams, David S; Changas, Paul; Stenson, Christine M; Russell, Toni M; Jones, Katea J; Wade, Kelly S; Teeter, John W; Renfro, Douglas; Henson, Chris M  
**Cc:** roderick.sams@performancematters.com  
**Subject:** FW: Proposals-Unify and Evaluation/PD Management  
**Attachments:** CONTRACT Metro Nashville FLATTENED.pdf; PROPOSAL - MNPS Unify.pdf

Greetings, All—

Please see the email below and attachments from Rocky re. Performance Matters. Rocky is copied on this email.

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office: 615-259-8690

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*"We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us. We already know more than we need to do that." ~ Ronald Edmonds*

**From:** Roderick Sams [mailto:roderick.sams@performancematters.com]  
**Sent:** Monday, October 24, 2016 1:19 PM  
**To:** Felder, Monique T <Monique.Felder@mnps.org>  
**Subject:** Proposals-Unify and Evaluation/PD Management

Hello Monique,

I hope all is well. Attached are the Unify proposal for the Priority schools pilot and the initial agreement for the Evaluation and PD Management platforms. Not sure to whom the agreement should go to, but I wanted to share with you in advance.

The Unify pilot proposal includes the assessment and analytics for the priority schools, as well as analytics districtwide. It covers the platform usage from January 1, 2017 to June 30, 2017 with the associated implementation and training costs. The pilot can be transitioned to add additional schools as needed.

The service agreement for Evaluation/PD Management is based on the piggyback clause found in the Shelby County Schools RFP for the same solutions. The clause is listed below.

*Piggy Back Clause*

*Shelby County Board of Education reserves the right to extend the terms, conditions, and prices of this contract to other Institutions (such as State, Local and/or Public Agencies) who express an interest in participating in any contract that results from this RFP. Each of the piggyback institutions will issue their own purchasing documents for purchasing of the goods. Proposer agrees that the Shelby County Board of Education shall bear no responsibility or liability for any agreements between Proposer and the other Institution(s) who desire to exercise this option.*

The Purchasing Department has been made aware of this clause. Also, the agreement term dates are flexible, as well as the payment terms can be negotiated to meet the district's budget timelines. It's my understanding that the PD Management dates are pretty accurate, be we can revisit during the meeting. Let's discuss before next week. Give me a time that works for you and I'll plan accordingly.

Thanks. See you next week!

Rocky

--

**Roderick Sams, Ed.D.**

Director, Education Solutions

(770) 283-4145

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**Reid, Nicole R**

---

**From:** Appenfelder, Gary  
**Sent:** Tuesday, October 25, 2016 11:31 AM  
**To:** Felder, Monique T; Stark, Kenneth; Williams, David S; Changas, Paul; Stenson, Christine M; Russell, Toni M; Jones, Katea J; Wade, Kelly S; Teeter, John W; Renfro, Douglas; Henson, Chris M; McCargar, Julie  
**Subject:** RE: Proposals-Unify and Evaluation/PD Management

The services of PD & Evaluation Management are available as a piggyback on the Shelby County contract issued to TrueNorthLogic. There are a couple of details in the pricing/fees section of the proposal that do not directly cross over to the Shelby County contract. Specifically, under "Subscription and Hosting Fees", the Calibration license fee is a direct match, but the license fees for "PD Management System" and "Evaluation" are not provided in detail in the Shelby County proposal or contract. This may not be a problem because the Shelby County contract charges a simple "User Access" license fee of \$83 per employee. The only other questionable item in the fees proposed for MNPS is the assumption of 14,000 employees. Do we have that many? I thought we were in the 10,000 ballpark.

The separate proposal from PM for their student assessment platform (Unify) is problematic in that (a) this product is not included in the scope of the Shelby County RFP or contract and (b) the estimated cost (per the proposal) exceeds the threshold requiring a public solicitation (in this case, RFP) for competitive selection. If federal funds are planned to support part or all of the purchase, that will amplify the sensitivity for compliance.

Gary Appenfelder  
Director of Purchasing  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)



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---

**From:** Felder, Monique T  
**Sent:** Monday, October 24, 2016 5:10 PM  
**To:** Stark, Kenneth; Appenfelder, Gary; Williams, David S; Changas, Paul; Stenson, Christine M; Russell, Toni M; Jones, Katea J; Wade, Kelly S; Teeter, John W; Renfro, Douglas; Henson, Chris M  
**Cc:** [roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)  
**Subject:** FW: Proposals-Unify and Evaluation/PD Management  
**Importance:** High

Greetings, All—

Please see the email below and attachments from Rocky re. Performance Matters. Rocky is copied on this email.

Best,  
Monique

*Monique T. Felder, Ph.D.*

Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office:615-259-8690

\*Connectedness\*Learner\*Achiever\*Relator\*Intellelection\*Input

"We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us. We already know more than we need to do that." ~ Ronald Edmonds

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]

**Sent:** Monday, October 24, 2016 1:19 PM

**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>

**Subject:** Proposals-Unify and Evaluation/PD Management

Hello Monique,

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Thanks. See you next week!


Rocky

--

**Roderick Sams, Ed.D.**

Director, Education Solutions

(770) 283-4145

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**Reid, Nicole R**

---

**From:** Henson, Chris M  
**Sent:** Tuesday, November 1, 2016 5:01 PM  
**To:** Felder, Monique T; Changas, Paul; Carlisle, Jana L  
**Cc:** Williams, David S; Appenfeller, Gary  
**Subject:** RE: Forward Focus Article re: NWEA Assessments

Are any grant funds available for the work in the Priority/L5 Schools?

---

**From:** Felder, Monique T  
**Sent:** Tuesday, November 01, 2016 4:26 PM  
**To:** Henson, Chris M; Changas, Paul; Carlisle, Jana L  
**Cc:** Williams, David S; Appenfeller, Gary  
**Subject:** RE: Forward Focus Article re: NWEA Assessments

Hi,

My understanding is that we are piloting Performance Matters in the Priority/L5 Schools this year. I also aware staff in HR (prior to Deborah coming on board) had conversations with the reps regarding the PD portion of their tools/resources as what the district currently has will no longer be available for next school year...

I wasn't at today's meeting, but I know we need to move forward with the work Dr. Joseph identified for the Priority/L5 Schools. Not sure what the cost is for the work that needs to happen in those schools.

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office: 615-259-8690

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"We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us. We already know more than we need to do that." ~ Ronald Edmonds

---

**From:** Henson, Chris M  
**Sent:** Tuesday, November 1, 2016 3:54 PM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>  
**Cc:** Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>; Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>  
**Subject:** RE: Forward Focus Article re: NWEA Assessments

How are we planning to fund the ~\$555K?

---

**From:** Chngas, Paul  
**Sent:** Tuesday, November 01, 2016 1:27 PM  
**To:** Henson, Chris M; Felder, Monique T; Carlisle, Jana L  
**Cc:** Williams, David S; Appenfelder, Gary  
**Subject:** RE: Forward Focus Article re: NWEA Assessments

Chris,

The proposal we received from NWEA, which includes professional development, was for \$455,864 for this school year. I have not been in all the Performance Matters discussions, but the proposal I saw was for \$99,300.00. I have copied Gary as I believe he has been in the loop for both vendors and can confirm whether the proposals we received are consistent with the Shelby County contracts on which we are piggy backing.

Paul

Paul Chngas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430  
Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Henson, Chris M  
**Sent:** Tuesday, November 01, 2016 8:25 AM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Chngas, Paul <[Paul.Chngas@mnps.org](mailto:Paul.Chngas@mnps.org)>; Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>  
**Cc:** Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Subject:** RE: Forward Focus Article re: NWEA Assessments

What is the total amount needed for NWEA and Performance Matters for this year? Are these replacing something else that was budgeted for this year?

---

**From:** Felder, Monique T  
**Sent:** Tuesday, November 01, 2016 12:49 AM  
**To:** Chngas, Paul; Carlisle, Jana L; Henson, Chris M  
**Cc:** Williams, David S  
**Subject:** RE: Forward Focus Article re: NWEA Assessments

Greetings,

I am looping in Chris for his support with identifying a funding source of NWEA and Performance Matters which will be piloted in the L5/priority schools.

Chris, please advise. Thanks!

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204

## Reid, Nicole R

---

**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Wednesday, November 2, 2016 3:16 PM  
**To:** Stark, Kenneth  
**Cc:** Williams, David S; Jones, Katea J; Felder, Monique T; Henson, Chris M; Renfro, Douglas; Appenfelder, Gary; Teeter, John W; Wade, Kelly S; Black, Shannon; Amy Wieland; Woody Dillaha  
**Subject:** Re: Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT) (roderick.sams@performancematters.com)

Great synopsis Ken, and I appreciate the notes as well as the conversation yesterday. I will be following up on the action items soon.

Thanks again all!

Rocky

On Wed, Nov 2, 2016 at 1:17 PM, Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)> wrote:

In an attempt to keep us all on the same page, here is what I have for the follow up actions from yesterday's meeting:

Rocky:

- 1) Research contract with Orange County Schools for Unify (student assessment piece) to see if it meets standards that would allow MNPS to piggy-back on that contract for purposes of acquiring Unify. He will forward that to Gary for review and a determination.
- 2) Provide additional clarification around questions and about professional development options per Kelly Wade's questions, i.e. Technical Specification Documentation (TSD) for Unify and PD Management, is required in order to accurately assess timeline feasibility
- 3) Review pricing and proposal because of the multiple rubrics used for Staff Evaluation per info provided by Shannon Black.
- 4) Research and provide further information relative to transfer of staff evaluation to the state. Shelby county has apparently sought and received a waiver. It is uncertain as to whether MNPS would want a waiver or if a waiver would even be granted.
- 5) Provide performance SLA, backup methodologies including geographic segregation of data storage, and security model related to the Data Center for HIPPA, PII and FERPA.

Gary:

- 1) Review whatever Rocky comes up with relative to Orange county to make a determination on moving forward with purchasing the non-Shelby county pieces of the program without a MNPS lead competitive process.

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- 1) Review proposed implementation schedules to determine if the proposed timelines can be met given current staffing and projected workloads.
- 2) Review SLA, backup, and security model information from PM upon receipt

Lance/Kelly:

- 1) Review proposed implementation schedules to determine if the proposed timelines can be met given current and projected workloads. Requires receipt of TSD noted above.
- 2) Review any information provided in response to questions on Staff Development.

Shannon:

- 1) Review proposed implementation schedules to determine in the proposed timelines can be met given current staffing and projected workloads.
- 2) Review information provided in response to questions on Staff Evaluation.

MNPS Team – not sure who can complete these:

- 1) Identify funding for implementation. Possibly some overlap between SchoolNet and Performance Matters in the current fiscal year. The Performance Matters team has indicated there is some negotiability here as to when payment would be made.
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Please let me know if I have missed anything.

Ken

---

**From:** Williams, David S  
**Sent:** Tuesday, November 01, 2016 12:48 PM  
**To:** Jones, Katea J <[Katea.Jones@mnps.org](mailto:Katea.Jones@mnps.org)>; Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Cc:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>; Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>  
**Subject:** Re: Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT) ([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com))

Hi all –

I have several meetings this afternoon already on my calendar. I look forward to learning what was discussed and next steps.

Thanks!

David

***David S. Williams, Ed.D.***

*Interim Executive Director of Curriculum and Instruction*

*Division of Teaching and Learning*

*Metropolitan Nashville Public Schools*

*2601 Bransford Ave*

*Nashville, TN 37204*

Ideation | Adaptability | Intellection | Connectedness | Learner

[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)

[\(615\) 259-8602](tel:6152598602)



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---

**From:** "Jones, Katea J" <[Katea.Jones@mnps.org](mailto:Katea.Jones@mnps.org)>  
**Date:** Tuesday, November 1, 2016 at 12:40 PM  
**To:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Cc:** "Felder, Monique T" <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>, "Henson, Chris M" <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>, "Stark, Kenneth" <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>, David Williams <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Subject:** RE: Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT) ([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com))

Greetings Mr. Sam,

I do apologies for the short notice. Unfortunately, Dr. Felder will not be able to attend this afternoon's meeting. She has been called to a meeting with Commissioner McQueen. I have reached out to our Interim Executive Director of Curriculum & Instruction Dr. David Williams, to see if he is available to attend in her place. Again, I sincerely apologies for the short notice and any inconvenience this may cause. We do ask, if you could please share any notes and/or actions items with Dr. Monique Felder and Dr. David Williams. Thank you again for your understanding.

Thank you,

Katea Jones

Executive Assistant to Chief Academic Officer

Metropolitan Nashville Public Schools

Division of Teaching and Learning

2601 Bransford Avenue

Nashville, TN 37204

[615-259-8690](tel:615-259-8690) phone

[615-214-8651](tel:615-214-8651) fax

[katea.jones@mnps.org](mailto:katea.jones@mnps.org)

-----Original Appointment-----

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]

**Sent:** Friday, October 21, 2016 10:27 AM

**To:** Roderick Sams; Stark, Kenneth; Wade, Kelly S; Felder, Monique T; Russell, Toni M; Amy Wieland; Henson, Chris M; Changas, Paul; Story, Deborah; Black, Shannon; Jones, Katea J

**Subject:** Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT)  
([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com))

**When:** Tuesday, November 01, 2016 1:30 PM-3:00 PM (UTC-06:00) Central Time (US & Canada).

**Where:** 2601 Bransford Avenue Nashville, TN 37204

[more details »](#)

### MNPS-PM Strategy Conversation

When Tue Nov 1, 2016 2:30pm – 4pm Eastern Time

Where 2601 Bransford Avenue Nashville, TN 37204 ([map](#))

Calendar [roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)

Who

- Roderick Sams - organizer
- [kenneth.stark@mnps.org](mailto:kenneth.stark@mnps.org)
- [kelly.wade@mnps.org](mailto:kelly.wade@mnps.org)
- [monique.felder@mnps.org](mailto:monique.felder@mnps.org)
- [toni.russell@mnps.org](mailto:toni.russell@mnps.org)
- Amy Wieland
- [chris.henson@mnps.org](mailto:chris.henson@mnps.org)
- [Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)
- [deborah.story@mnps.org](mailto:deborah.story@mnps.org)
- [shannon.black@mnps.org](mailto:shannon.black@mnps.org)
- [katea.jones@mnps.org](mailto:katea.jones@mnps.org)

Going? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this courtesy email at the account [katea.jones@mnps.org](mailto:katea.jones@mnps.org) because you are an attendee of this event.

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Forwarding this invitation could allow any recipient to modify your RSVP response. [Learn More](#).

<< File: invite.ics >>

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Roderick Sams, Ed.D.  
Director, Education Solutions  
[\(770\) 283-4145](tel:(770)283-4145)

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**Reid, Nicole R**

---

**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Wednesday, November 9, 2016 6:40 AM  
**To:** Appenfelter, Gary  
**Cc:** Stark, Kenneth; Williams, David S; Jones, Katea J; Felder, Monique T; Henson, Chris M; Renfro, Douglas; Teeter, John W; Wade, Kelly S; Black, Shannon; Amy Wieland; Woody Dillaha  
**Subject:** Re: Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT) (roderick.sams@performancematters.com)

Great. Thanks for the update!

Rocky

On Tue, Nov 8, 2016 at 8:50 PM, Appenfelter, Gary <[Gary.Appenfelter@mnps.org](mailto:Gary.Appenfelter@mnps.org)> wrote:

I made contact with Orange County. They have sent me their documents regarding their contract with Performance Matters. Haven't been able to review those yet.

Gary Appenfelter

Director of Purchasing

*Metro Nashville Public Schools*

*2601 Bransford Avenue*

*Nashville, TN 37204*

*(615) 259-8533 office*

*[REDACTED] mobile*

[Gary.appenfelter@mnps.org](mailto:Gary.appenfelter@mnps.org)



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---

**From:** Stark, Kenneth  
**Sent:** Wednesday, November 02, 2016 12:17 PM  
**To:** Williams, David S; Jones, Katea J; Roderick Sams  
**Cc:** Felder, Monique T; Henson, Chris M; Renfro, Douglas; Appenfelter, Gary; Teeter, John W; Wade, Kelly S; Black,

Shannon

**Subject:** RE: Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT)  
([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com))

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Rocky:

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MNPS Team – not sure who can complete these:

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Please let me know if I have missed anything.

Ken

---

**From:** Williams, David S  
**Sent:** Tuesday, November 01, 2016 12:48 PM  
**To:** Jones, Katea J <[Katea.Jones@mnps.org](mailto:Katea.Jones@mnps.org)>; Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Cc:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>; Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>  
**Subject:** Re: Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT) ([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com))



Hi all –

I have several meetings this afternoon already on my calendar. I look forward to learning what was discussed and next steps.

Thanks!

David

***David S. Williams, Ed.D.***

*Interim Executive Director of Curriculum and Instruction*

*Division of Teaching and Learning*

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*Nashville, TN 37204*

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[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)

[\(615\) 259-8602](tel:(615)259-8602)

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---

**From:** "Jones, Katea J" <[Katea.Jones@mnps.org](mailto:Katea.Jones@mnps.org)>  
**Date:** Tuesday, November 1, 2016 at 12:40 PM  
**To:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Cc:** "Felder, Monique T" <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>, "Henson, Chris M" <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>, "Stark, Kenneth" <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>, David Williams <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>  
**Subject:** RE: Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT) ([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com))

Greetings Mr. Sam,

I do apologies for the short notice. Unfortunately, Dr. Felder will not be able to attend this afternoon's meeting. She has been called to a meeting with Commissioner McQueen. I have reached out to our Interim Executive Director of Curriculum & Instruction Dr. David Williams, to see if he is available to attend in her place. Again, I sincerely apologies for the short notice and any inconvenience this may cause. We do ask, if you could please share any notes and/or actions items with Dr. Monique Felder and Dr. David Williams. Thank you again for your understanding.

Thank you,

Katea Jones

Executive Assistant to Chief Academic Officer

Metropolitan Nashville Public Schools

Division of Teaching and Learning

2601 Bransford Avenue

Nashville, TN 37204

[615-259-8690](tel:615-259-8690) phone

[615-214-8651](tel:615-214-8651) fax

[katea.jones@mnps.org](mailto:katea.jones@mnps.org)

-----Original Appointment-----

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]

**Sent:** Friday, October 21, 2016 10:27 AM

**To:** Roderick Sams; Stark, Kenneth; Wade, Kelly S; Felder, Monique T; Russell, Toni M; Amy Wieland; Henson, Chris M; Changas, Paul; Story, Deborah; Black, Shannon; Jones, Katea J

**Subject:** Invitation: MNPS-PM Strategy Conversation @ Tue Nov 1, 2016 2:30pm - 4pm (EDT)  
([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com))

**When:** Tuesday, November 01, 2016 1:30 PM-3:00 PM (UTC-06:00) Central Time (US & Canada).

**Where:** 2601 Bransford Avenue Nashville, TN 37204

[more details »](#)

### MNPS-PM Strategy Conversation

When Tue Nov 1, 2016 2:30pm – 4pm Eastern Time  
Where 2601 Bransford Avenue Nashville, TN 37204 ([map](#))  
Calendar [roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)

Who

- Roderick Sams - organizer
- [kenneth.stark@mnps.org](mailto:kenneth.stark@mnps.org)
- [kelly.wade@mnps.org](mailto:kelly.wade@mnps.org)
- [monique.felder@mnps.org](mailto:monique.felder@mnps.org)
- [toni.russell@mnps.org](mailto:toni.russell@mnps.org)
- Amy Wieland
- [chris.henson@mnps.org](mailto:chris.henson@mnps.org)
- [Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)
- [deborah.story@mnps.org](mailto:deborah.story@mnps.org)
- [shannon.black@mnps.org](mailto:shannon.black@mnps.org)
- [katea.jones@mnps.org](mailto:katea.jones@mnps.org)

Going? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

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<< File: invite.ics >>

--

**Roderick Sams, Ed.D.**

Director, Education Solutions

[\(770\) 283-4145](tel:(770)283-4145)



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## Reid, Nicole R

---

**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Monday, November 14, 2016 7:03 AM  
**To:** Black, Shannon  
**Cc:** Appenfelter, Gary;Shelby Greer;Teeter, John W;Gabriel Barrett  
**Subject:** Re: Orange County RFP Information

Thanks Shannon for the update. There is a meeting onsite Wednesday of this week with Executive Leadership, and I've been asked to not make any updates until then. We can definitely review the difference in the Evaluation platform and the Observation only tool on the web demo tomorrow, and I can speak to the pricing differences as well. After Wednesday's meeting, I will update the agreement with the final edits and adjustments.

Thanks,

Rocky

On Mon, Nov 14, 2016 at 7:17 AM, Black, Shannon <[Shannon.Black@mnps.org](mailto:Shannon.Black@mnps.org)> wrote:

Good morning-

My apologies for not responding sooner. I have been out of town. The 11,000 number is accurate.

Rocky was going to get me a description on how the Performance Matters evaluation tool differs from their observation management tool. Could we also get a breakdown of price for each? Also-in the meeting a few weeks ago, we discussed putting the support evaluation tool into the system. Are costs reflected in what was shared for adding in their evaluation tool to the platform?

Shannon

Shannon Black

Director, Talent Management

Office of Human Capital

Metro Nashville Public Schools

[shannon.black@mnps.org](mailto:shannon.black@mnps.org)

---

**From:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Sent:** Monday, November 14, 2016 5:57:04 AM  
**To:** Appenfelter, Gary  
**Cc:** Shelby Greer; Black, Shannon; Teeter, John W; Amy Wieland  
**Subject:** Re: Orange County RFP Information

Thanks Gary. We will make the update in the final version.

Rocky



On Sat, Nov 12, 2016 at 11:59 AM, Appenfelter, Gary <[Gary.Appenfelter@mnps.org](mailto:Gary.Appenfelter@mnps.org)> wrote:

Actual employee count is 11,161.

Gary Appenfelter

Director of Purchasing

*Metro Nashville Public Schools*

*2601 Bransford Avenue*

*Nashville, TN 37204*

*[\(615\) 259-8533](tel:(615)259-8533) office*

*[REDACTED] mobile*

[Gary.appenfelter@mnps.org](mailto:Gary.appenfelter@mnps.org)



**From:** Roderick Sams [mailto:[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)]

**Sent:** Thursday, November 10, 2016 6:27 AM

**To:** Appenfelter, Gary

**Cc:** Shelby Greer

**Subject:** Re: Orange County RFP Information

Good morning Gary,

I believe the total for Evaluation was given by Shannon Black and confirmed by John Teeter. If that number is not accurate, we will definitely update the next version of the agreement. Also, I included both versions in my last email, but I'm attaching the licensing version here as well.

Thanks again!

Rocky

On Wed, Nov 9, 2016 at 11:08 PM, Appenfelder, Gary <[Gary.Appenfelder@mnps.org](mailto:Gary.Appenfelder@mnps.org)> wrote:

Thanks, Rocky.

Sorry that I come across anal. Who specifically is "the team" that gave you 12,800 number?

My preference is to have the licensing broken down per person for clarity, rather than rolling it up into some aggregate number.

Gary Appenfelder

Director of Purchasing

*Metro Nashville Public Schools*

*2601 Bransford Avenue*

*Nashville, TN 37204*

*(615) 259-8533 office*

*[REDACTED] mobile*

[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)



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SCHOOLS

**From:** Roderick Sams [mailto:[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)]

**Sent:** Monday, November 07, 2016 11:00 AM

**To:** Appenfelder, Gary

**Cc:** Shelby Greer

**Subject:** Re: Orange County RFP Information

Good morning Gary,

My apologies for the late reply. The questions in the first three paragraphs will be addressed in the updated contract. The team gave me the following numbers last Tuesday (14,000 for PD; 12,800 for Evaluation). Also, Shelby pricing agreement did not require a specific listing the unit price per license for PD or Evaluation, but was a combination of all subscription costs (PD, Evaluation, Calibration) in one lined total. We can mirror that approach in the updated version if you prefer.

I copying Shelby Greer, Sales Analyst, on this email as she will be able to mirror the process you require for the updated agreement. Please call me with questions.

Thanks again!

Rocky

On Fri, Nov 4, 2016 at 4:27 PM, Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)> wrote:

Rocky, I had a couple of minor questions regarding the PD management product (TrueNorthLogic) pricing. These may get answered in the revised proposal that you're submitting. If they are, I apologize for not keeping up.

In Exhibit A, in section 3. Subscription and Hosting Fees, the PD Management and Evaluation lines says 14,000 employees. Our employee count is more like 10,000, but I need to verify that. Were you simply using 14,000 as a placeholder until we could give you the correct actual number?

The per user price for Calibration is exactly as stated in the Shelby County contract. No questions there.

I could not find user prices for PD Management or Evaluation in the Shelby County documents. The \$11.66 per user for PD Management is close to the result you get by dividing the total amount in the Shelby County Proposal for PD Management (\$139,900) by the 12,000 employees assumed for Shelby County. Is that correct? If yes, then the unit price is fine – just need the adjustment to employee count.

The Evaluation unit price has me stumped. I can't find anything in the Shelby County documents (price, description, or \$ amount) that seems to relate to it. Can you clarify?



Gary Appenfelder

Director of Purchasing

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*(615) 259-8533 office*

*[REDACTED] mobile*

*[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)*



**From:** Roderick Sams [mailto:[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)]

**Sent:** Thursday, November 03, 2016 7:15 PM

**To:** Appenfelder, Gary

**Subject:** Re: Orange County RFP Information

Great Gary! Thank you! I should be forwarding the updated Evaluation/PD Management contract in the next couple of days. Also, we will be reworking the Unify pricing to give the district multiple options (priority schools, district-wide, etc.). You should have that early next week as well.

Rocky

On Thu, Nov 3, 2016 at 8:00 PM, Appenfelder, Gary <[Gary.Appenfelder@mnps.org](mailto:Gary.Appenfelder@mnps.org)> wrote:

Excellent! Thanks, Rocky. I already reached out to my counterpart at Orange County and can also contact same in Palm Beach.

Gary Appenfelder

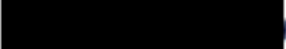
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 mobile

[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)



**From:** Roderick Sams [mailto:[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)]

**Sent:** Thursday, November 03, 2016 1:06 PM

**To:** Appenfelder, Gary

**Subject:** Re: Orange County RFP Information

One more thing. Palm Beach County Schools, FL and Pasco County Schools, FL both used this RFP to purchase Unify. I forgot to include in my first email.

Thanks again,

Rocky

On Thu, Nov 3, 2016 at 2:03 PM, Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)> wrote:

Hey Gary,

Below is the information for the Unify-awarded RFP from Orange County Schools (FL). Please let me know if you need any additional information.

**Reid, Nicole R**

---

**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Thursday, November 17, 2016 5:30 AM  
**To:** Amy Wieland; Appenfelder, Gary; Carlisle, Jana L; Changas, Paul; Felder, Monique T  
**Cc:** Dave Nelson; Marnie Stockman; Narcisse, Sito J; Patrice Hartnett; Shelby Greer; Woody Dillaha  
**Subject:** Re: Eval/PD contract in Word

Good morning Monique,

I hate I missed the meeting yesterday, but obviously Team MNPS was in great hands! I have three dates I would like to suggest for the onsite, as we realize the time sensitive nature for beginning the project.

December 1st  
December 2nd  
December 5th

If either date works, please give us the best time for the team. Looking forward to our work together. Thanks again!

Rocky

On Thu, Nov 17, 2016 at 1:19 AM Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)> wrote:

Hi Amy,

Great seeing you today! We look forward to receiving potential meeting dates from you for drafting an implementation work/action plan to bring this project to fruition.

Best,

Monique

*Monique T. Felder, Ph.D.*

Chief Academic Officer

Metro Nashville Public Schools

2601 Bransford Avenue

Nashville, TN 37204

[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

Office:615-259-8690

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**From:** Amy Wieland [mailto:[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)]

**Sent:** Wednesday, November 16, 2016 1:03 PM

**To:** Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>

**Cc:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>; Woody Dillaha <[woody.dillaha@performancematters.com](mailto:woody.dillaha@performancematters.com)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; Shelby Greer <[shelby.greer@performancematters.com](mailto:shelby.greer@performancematters.com)>

**Subject:** Eval/PD contract in Word

Hi Gary,

It was a pleasure meeting with you today. I've attached the Eval/PD contract in Word as you requested.

We are currently working on the Unify proposal to incorporate the district wide purchase with the phased payment that we described using the Orange County pricing that we discussed today. We will provide that to word to you as well as soon as it is complete. I anticipate having that complete by tomorrow at the latest.

Please reach out to us if you need additional information. We look forward to working together.

Regards,

Amy

Amy Wieland

Senior Vice President

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--  
Roderick Sams, Ed.D. Director, Education Solutions (770) 283-4145 [www.performancematters.com](http://www.performancematters.com)



**Reid, Nicole R**

---

**From:** Appenfelter, Gary  
**Sent:** Friday, November 18, 2016 11:39 AM  
**To:** Stark, Kenneth  
**Subject:** RE: Unify Kickoff Meeting

I had a small hiccup in that area. OC send me the RFP & contracts docs via Googledocs, but the neglected to grant me viewing permission. I've requested that and should have later today. Not too worried about that as I discussed our project in some detail with my counterpart from OC last week, and he was very comfortable that the OC contract covers the Unify portion that we're interested in.

I attended a meeting on Tuesday that sort of clarifies (for the moment) what we're planning as the engagement. I'll brief you in person.

Gary Appenfelter  
Director of Purchasing  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfelter@mnps.org](mailto:Gary.appenfelter@mnps.org)



---

**From:** Stark, Kenneth  
**Sent:** Friday, November 18, 2016 11:20 AM  
**To:** Appenfelter, Gary  
**Subject:** FW: Unify Kickoff Meeting

Gary,

Have you reviewed the Orange county contract? Do you have any idea which pieces we are actually moving ahead with?

Ken

---

**From:** Chargas, Paul  
**Sent:** Friday, November 18, 2016 11:15 AM  
**To:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>  
**Cc:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)>; Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>  
**Subject:** RE: Unify Kickoff Meeting

I have copied Ken Stark, Executive Office of Operations, as the most critical work in this process resides in IT.

Paul

Paul Chargas

Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]

**Sent:** Friday, November 18, 2016 7:09 AM

**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>

**Cc:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>; Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)>

**Subject:** Re: Unify Kickoff Meeting

Thanks Monique, and I definitely agree with you on the desired meeting outcome. Jana and Paul, I will await your reply and schedule accordingly.

Thanks again!

Rocky

On Fri, Nov 18, 2016 at 7:53 AM, Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)> wrote:

Hi Rocky,

I will be on work related travel on those dates. However, the meeting can certainly proceed in my absence. I will touch base with Jana Carlisle, Chief of Staff and the person Paul reports to, about proceeding in my absence. The most important outcome for this meeting in my opinion is the development of an action plan outlining the launch date and all that needs to be done (who, what and by whom) to successful implement.

Best regards,

Monique

*Monique T. Felder, Ph.D.*

Chief Academic Officer

Metro Nashville Public Schools

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[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)

Office: [615-259-8690](tel:615-259-8690)

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**From:** Roderick Sams [mailto:[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)]

**Sent:** Thursday, November 17, 2016 8:59 PM

**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>

**Cc:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Amy Wieland <[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)>

**Subject:** Unify Kickoff Meeting

Good evening Monique and Paul,

I wanted to follow up on the previous email regarding the scheduling of the onsite kickoff meeting. It would be helpful if we had representation from Assessment, IT, and Curriculum and Instruction present as we will be discussing the project implementation and training plans. The requested dates are:

- December 1st
- December 2nd
- December 5th

Hopefully one of those dates can work. Let me know the best time and we will plan accordingly.

Thanks again!

Rocky

--

Roderick Sams, Ed.D.

Director, Education Solutions

[\(770\) 283-4145](tel:(770)283-4145)



## Reid, Nicole R

---

**From:** Carlisle, Jana L  
**Sent:** Monday, November 28, 2016 9:15 AM  
**To:** Chagas, Paul  
**Subject:** RE: MNPS Unify Professional Services Plan

Hi:

I just sent an invite for Wednesday. Perhaps you can check with Mo, Monique and Gary about any details they have and we can then compile into a project plan.

Thanks & hope all is well.

Jana

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]



**\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\***

---

**From:** Chagas, Paul  
**Sent:** Tuesday, November 22, 2016 5:09 PM  
**To:** Carlisle, Jana L <Jana.Carlisle@mnps.org>  
**Subject:** RE: MNPS Unify Professional Services Plan

That would be helpful. I have been in some meetings with Performance Matters but was not in the most recent one and am not sure what the time frame is for this plan, as it pertains to district-wide PD. I can ask Dr. Felder for more information if this is not something that has been shared with you.

Just let me know if when you have an opening in your schedule.

Thank you.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Carlisle, Jana L  
**Sent:** Tuesday, November 22, 2016 4:37 PM

**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Subject:** FW: MNPS Unify Professional Services Plan

Hi:  
Would you like to meet to discuss a project plan for this?  
Jana

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]



**\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\***

---

**From:** Felder, Monique T  
**Sent:** Saturday, November 19, 2016 6:26 AM  
**To:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Cc:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Subject:** FW: MNPS Unify Professional Services Plan

Hi Rocky,  
Thank you for this information. I am looping in Jana and Paul for their review and feedback.  
Best regards,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office: 615-259-8690

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**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]  
**Sent:** Friday, November 18, 2016 5:15 PM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>  
**Subject:** MNPS Unify Professional Services Plan

Monique,

Attached is the Professional Services plan submitted with Unify pricing to Purchasing. This covers the district-wide implementation. Please let me know if you have any questions.

Rocky

--

**Roderick Sams, Ed.D.**

Director, Education Solutions

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**Reid, Nicole R**

---

**From:** Felder, Monique T  
**Sent:** Tuesday, November 29, 2016 1:04 PM  
**To:** Appenfelter, Gary; Changas, Paul  
**Cc:** Carlisle, Jana L  
**Subject:** RE: Performance Matters payment schedule

Hi Gary,

Thanks for this update! I don't recall this part of the discussion, but am looping in Paul Changas as he is leading this effort.

Best regards,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office: 615-259-8690

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*"We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us. We already know more than we need to do that." ~ Ronald Edmonds*

---

**From:** Appenfelter, Gary  
**Sent:** Tuesday, November 29, 2016 1:01 PM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>  
**Subject:** Performance Matters payment schedule

Monique, I had a phone conversation yesterday with the PM folk regarding a couple of minor language items for the contracts. However, one of those items may be significant. I had drafted contract language for the PD Management product that (a) gave us flexibility in scheduling the start of implementation for that product, and would delay the annual license fee (for the PD) until the implementation is complete.

PM states that the waiver of the Unify annual license fee this fiscal year (\$99K cost for immediate implementation and unlimited usage through 6/30/16) was contingent upon immediate implementation of the PD Management product in this school year (\$148K implantation plus \$382K license). I don't recall hearing any comment about this during the meeting I attended with you, Sito, Dr. Joseph, and Woody & Amy from PM. Is this bundling arrangement also your understanding of what's been agreed to? I don't want to acknowledge this arrangement if it's not something we've previously agreed to.

Gary Appenfelter  
Director of Purchasing  
Metro Nashville Public Schools  
2601 Bransford Avenue  
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(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfelter@mnps.org](mailto:Gary.appenfelter@mnps.org)

## Reid, Nicole R

---

**From:** Appenfelder, Gary  
**Sent:** Thursday, December 1, 2016 10:23 AM  
**To:** Felder, Monique T; Changas, Paul  
**Cc:** Carlisle, Jana L; Henson, Chris M; Stark, Kenneth  
**Subject:** RE: Performance Matters payment schedule

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Metro Nashville Public Schools



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[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)



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**From:** Appenfelder, Gary  
**Sent:** Tuesday, November 29, 2016 4:35 PM  
**To:** Felder, Monique T; Chagas, Paul  
**Cc:** Carlisle, Jana L  
**Subject:** RE: Performance Matters payment schedule

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**Subject:** RE: Performance Matters payment schedule

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Best regards,  
Monique

*Monique T. Felder, Ph.D.*  
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**Reid, Nicole R**

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**From:** Carlisle, Jana L  
**Sent:** Thursday, December 1, 2016 1:06 PM  
**To:** Appenfelder, Gary  
**Cc:** Henson, Chris M; Stark, Kenneth; Felder, Monique T; Chagas, Paul  
**Subject:** RE: Performance Matters payment schedule

I spoke with Monique last night. She says her priority is only the L5 schools piece (and "PD" associated with its implementation). We're thinking the "PD" piece is something that HR and Shannon Black wanted.

Also Paul and I discussed the opportunity to continue with SchoolNet through the end of the year and he felt he has money to do that.

I did had a conversation with Dr. Joseph yesterday to try to find out his expectation and he also conveyed that we were implementing only in L5 schools but that other schools could have access. Note that Monique thinks this would be confusing for schools and I think we are all in agreement. So L5 schools. And yes take a hard stand with PM

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
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Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]



**\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\***

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**From:** Appenfelder, Gary  
**Sent:** Thursday, December 1, 2016 10:23 AM  
**To:** Felder, Monique T <Monique.Felder@mnps.org>; Chagas, Paul <Paul.Chagas@mnps.org>  
**Cc:** Carlisle, Jana L <Jana.Carlisle@mnps.org>; Henson, Chris M <Chris.Henson@mnps.org>; Stark, Kenneth <Kenneth.Stark@mnps.org>  
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**Sent:** Tuesday, November 29, 2016 4:35 PM  
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**Cc:** Carlisle, Jana L  
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**Subject:** RE: Performance Matters payment schedule

Hi Gary,  
Thanks for this update! I don't recall this part of the discussion, but am looping in Paul Chagas as he is leading this effort.  
Best regards,  
Monique

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**Subject:** Performance Matters payment schedule

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**Reid, Nicole R**

---

**From:** Changas, Paul  
**Sent:** Friday, December 2, 2016 9:52 AM  
**To:** Russell, Toni M  
**Subject:** RE: Performance Matters payment schedule

Toni,

I should be available this morning to talk between 10:00 and 11:30 to talk if you have a few minutes. My direct line is 615-259-8425 and my cell is 615-480-4340. I think things are moving in the right direction but I have a follow-up meeting with Jana at 11:30. I spoke briefly to Lance yesterday and Ken this morning about the situation.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Russell, Toni M  
**Sent:** Thursday, December 01, 2016 11:27 AM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** FW: Performance Matters payment schedule

Good morning Paul,  
I let Ken know you were going to speak with Jana about PM yesterday. I wanted him aware in case he hears anything. How did your meeting go? We can have a call today if you want.  
Thanks, Toni

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**From:** Stark, Kenneth  
**Sent:** Thursday, December 01, 2016 10:36 AM  
**To:** Russell, Toni M <Toni.Russell@mnps.org>; Lott, Lance <Lance.Lott@mnps.org>  
**Subject:** FW: Performance Matters payment schedule

Just keeping you in the loop on this.

---

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**To:** Felder, Monique T <Monique.Felder@mnps.org>; Changas, Paul <Paul.Changas@mnps.org>  
**Cc:** Carlisle, Jana L <Jana.Carlisle@mnps.org>; Henson, Chris M <Chris.Henson@mnps.org>; Stark, Kenneth <Kenneth.Stark@mnps.org>  
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**Cc:** Carlisle, Jana L  
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**Reid, Nicole R**

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**From:** Henson, Chris M  
**Sent:** Monday, December 5, 2016 11:04 AM  
**To:** Appenfelder, Gary  
**Subject:** FW: Performance Matters payment schedule

---

**From:** Joseph, Shawn  
**Sent:** Monday, December 05, 2016 11:03 AM  
**To:** Felder, Monique T  
**Cc:** Henson, Chris M  
**Subject:** Re: Performance Matters payment schedule

I agree with Gary. We should have him follow up.

Sent from my iPhone

On Dec 1, 2016, at 8:26 PM, Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)> wrote:

Hi Shawn,  
FYI...

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<image003.png>

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<image004.png>

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**From:** Felder, Monique T  
**Sent:** Tuesday, November 29, 2016 1:04 PM  
**To:** Appenfelder, Gary; Chngas, Paul  
**Cc:** Carlisle, Jana L  
**Subject:** RE: Performance Matters payment schedule

Hi Gary,  
Thanks for this update! I don't recall this part of the discussion, but am looping in Paul Chngas as he is leading this effort.  
Best regards,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office:615-259-8690

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**Sent:** Tuesday, November 29, 2016 1:01 PM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>  
**Subject:** Performance Matters payment schedule

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[REDACTED] mobile  
[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)

<image005.png>



## Reid, Nicole R

---

**From:** Carlisle, Jana L  
**Sent:** Monday, December 5, 2016 1:05 PM  
**To:** Appenfeller, Gary  
**Cc:** Changas, Paul  
**Subject:** Re: Performance Matters payment schedule

Woot!

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

On Dec 5, 2016, at 1:01 PM, Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)> wrote:

Waddya know! I get wear the big whistle.

Gary Appenfeller  
Director of Purchasing  
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**From:** Henson, Chris M  
**Sent:** Monday, December 05, 2016 11:04 AM  
**To:** Appenfeller, Gary  
**Subject:** FW: Performance Matters payment schedule

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**From:** Joseph, Shawn  
**Sent:** Monday, December 05, 2016 11:03 AM  
**To:** Felder, Monique T  
**Cc:** Henson, Chris M  
**Subject:** Re: Performance Matters payment schedule

I agree with Gary. We should have him follow up.

Sent from my iPhone

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Hi Shawn,  
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**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
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<image003.png>

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**Sent:** Tuesday, November 29, 2016 4:35 PM  
**To:** Felder, Monique T; Changas, Paul  
**Cc:** Carlisle, Jana L  
**Subject:** RE: Performance Matters payment schedule

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## Reid, Nicole R

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**From:** Appenfelder, Gary  
**Sent:** Monday, December 5, 2016 3:06 PM  
**To:** Stark, Kenneth; Russell, Toni M  
**Subject:** FW: Performance Matters payment schedule

Breakthrough!

I'm contacting PM to clearly state that the PD module implementation will be on the schedule that we set, not them. Although the Unify implementation will only involve the L5 schools this year, PM's explanation is that there is no secondary or supplemental installation required in order to have the product accessible by all schools in the district.

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**Cc:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>; Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>

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**Cc:** Carlisle, Jana L  
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<image005.png>



**Reid, Nicole R**

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**From:** Appenfelter, Gary  
**Sent:** Tuesday, December 6, 2016 9:33 AM  
**To:** Carlisle, Jana L  
**Cc:** Henson, Chris M; Stark, Kenneth; Felder, Monique T; Changas, Paul  
**Subject:** RE: Performance Matters payment schedule

I had a conference call with PM this morning (Amy Wieland and Rocky Sams). I explained that our firm actual needs are (a) Unify implementation per the schedule already underway, but solely involving our L5 schools for the 2016-2017 school year and (b) an indefinite start of implementation (if and when we decide to start) for the TrueNorthLogic PD management product. There was no push back on this. I'll immediately send Amy, Rocky, and Woody an email confirming the conversation, followed quickly by revised drafts of the separate contracts for each product. Payment schedules for the various pieces of each product (implementation setup, data initialization, training, licensing, etc.) will be based on dates that we trigger each, rather than full lump sum up front.

Dec 31 is the end of the PM fiscal year. Their primary objective is to have executed contracts in hand before the end of the FY. This is doable. Payment scheduling during their FY can be somewhat flexible, if needed, to accommodate our fiscal year to fiscal year funding availability.

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**Cc:** Henson, Chris M; Stark, Kenneth; Felder, Monique T; Changas, Paul  
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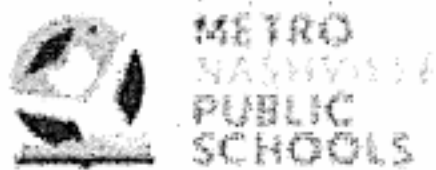
I spoke with Monique last night. She says her priority is only the L5 schools piece (and "PD" associated with its implementation). We're thinking the "PD" piece is something that HR and Shannon Black wanted.

Also Paul and I discussed the opportunity to continue with SchoolNet through the end of the year and he felt he has money to do that.

I did had a conversation with Dr. Joseph yesterday to try to find out his expectation and he also conveyed that we were implementing only in L5 schools but that other schools could have access. Note that Monique thinks this would be confusing for schools and I think we are all in agreement. So L5 schools. And yes take a hard stand with PM

*Jana L. Carlisle, Ed.D*  
Chief of Staff

Metro Nashville Public Schools  
2601 Bransford Avenue  
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**\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\***

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**To:** Chagas, Paul  
**Subject:** FW: Performance Matters payment schedule

Paul, when we get around to full district deployment of the Unify product (assessment & analysis), will that include the Charter School students? Since the annual license fee is \$4.50 per student, it will make a significant difference in our annual cost.

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**From:** Appenfelder, Gary  
**Sent:** Tuesday, December 06, 2016 9:33 AM  
**To:** Carlisle, Jana L  
**Cc:** Henson, Chris M; Stark, Kenneth; Felder, Monique T; Chagas, Paul  
**Subject:** RE: Performance Matters payment schedule

I had a conference call with PM this morning (Amy Wieland and Rocky Sams). I explained that our firm actual needs are (a) Unify implementation per the schedule already underway, but solely involving our L5 schools for the 2016-2017 school year and (b) an indefinite start of implementation (if and when we decide to start) for the TrueNorthLogic PD management product. There was no push back on this. I'll immediately send Amy, Rocky, and Woody an email confirming the conversation, followed quickly by revised drafts of the separate contracts for each product. Payment schedules for the various pieces of each product (implementation setup, data initialization, training, licensing, etc.) will be based on dates that we trigger each, rather than full lump sum up front.

Dec 31 is the end of the PM fiscal year. Their primary objective is to have executed contracts in hand before the end of the FY. This is doable. Payment scheduling during their FY can be somewhat flexible, if needed, to accommodate our fiscal year to fiscal year funding availability.

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**From:** Carlisle, Jana L  
**Sent:** Thursday, December 01, 2016 1:06 PM  
**To:** Appenfelder, Gary  
**Cc:** Henson, Chris M; Stark, Kenneth; Felder, Monique T; Chagas, Paul  
**Subject:** RE: Performance Matters payment schedule

I spoke with Monique last night. She says her priority is only the L5 schools piece (and "PD" associated with its implementation). We're thinking the "PD" piece is something that HR and Shannon Black wanted.

Also Paul and I discussed the opportunity to continue with SchoolNet through the end of the year and he felt he has money to do that.

I did had a conversation with Dr. Joseph yesterday to try to find out his expectation and he also conveyed that we were implementing only in L5 schools but that other schools could have access. Note that Monique thinks this would be confusing for schools and I think we are all in agreement. So L5 schools. And yes take a hard stand with PM

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**From:** Appenfelder, Gary  
**Sent:** Thursday, December 1, 2016 10:23 AM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Cc:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>; Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>  
**Subject:** RE: Performance Matters payment schedule

I talked at length again with Rocky and Woody. I asked Woody directly who at MNPS had agreed that the Unify assessment product and the PD Management would be implemented and paid for simultaneously. He answered that the only time that was presented to MNPS as a bundled deal was at the meeting in Dr. Joseph's conference room on Nov 16. I reminded him that I was in that meeting, but I don't recall any explicit statement or implication by the PM team that the proposals for the two products were contingent upon simultaneous implementation. I also reminded him that I had commented in that meeting that in the support team meetings I've attended, which included the department heads who would be responsible for the actual implementations, there was a strong desire to delay the PD Management product implementation so as to avoid overreaching our internal capacity to handle multiple simultaneous implementations. To this, Woody responded that it would be OK to postpone implementation of the PG Management product until February 1, 2017. He was very polite and tactful about that, but at the same time very adamant. This is smelling very fishy and in the interests of Performance Management rather than MNPS.

The separate contracts that we are piggybacking for these two products were not contingent upon other implementations. The proposals from PM do not provide any special pricing (beyond what the piggyback contracts provide), except that there would be no incremental Unify student license fees payable in the 2016-2017 school year regardless of how many students use the product. Although that sounds like (may really be) a good deal, the fixed fee for Unify for 2016-2017 is \$99,000, which is equivalent to pro-rated license fees for about 37,000 students. I have no idea if our realistic potential for number of students engaged in the system (on average for the period Jan-May 2017) is way below or way above that. The only figure I've seen as an estimate of 4,100 students from the 12 priority schools (provided in PM's original proposal for Unify). Do we have a specific number of students that we are mandating to use the Unify product for assessments in the Spring semester of this school year?

The PD Management product is the more expensive of the two. It has a \$147,000 implementation charge, due up front, and an annual license fee of \$382,429 (based on 11,200 employees), which is due at the beginning of each license year. That's \$31,869 per month for the license fee compared to our current product (Pearson – SchoolNet PD Planner), which is costing us approximately \$6,250 per month. The SchoolNet product must be replaced because Pearson support for the product will end. The initial information provided to the MNPS team considering how to replace Pearson's PD product was that Pearson would discontinue support at the end of this school year. I confirmed with Pearson week before last that they are continuing support of the SchoolNet product through June 2018 and we can continue use of the product after April 2017 on a month-to-month basis at the cost mentioned above. The only reason that the PM (TrueNorthLogic) PD Management product has been considered and pursued is because (via the Shelby County contract) it is immediately available without going through a formal solicitation. But, the immediacy of that need has been removed.

My recommendation is to take a firm stance with Performance Matters that the TrueNorthLogic PD Management product is contractually unbundled from the Unify product so that the timing of implementation and fiscal liability is completely at our option. Further, as terms for both the TrueNorthLogic and the Unify products, I recommend that payment of initial license fees (and the start of the initial license periods) be contingent upon completion of implementation and successful acceptance testing by MNPS.

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**From:** Appenfelder, Gary  
**Sent:** Tuesday, November 29, 2016 4:35 PM  
**To:** Felder, Monique T; Chagas, Paul  
**Cc:** Carlisle, Jana L  
**Subject:** RE: Performance Matters payment schedule

OK. Thanks. I'm wondering if this is just PM pursuing their own agenda. I'll push back on them to get specifics about with whom, where and when they made this agreement.

Gary Appenfelder  
Director of Purchasing



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**From:** Felder, Monique T  
**Sent:** Tuesday, November 29, 2016 1:04 PM  
**To:** Appenfelder, Gary; Chngas, Paul  
**Cc:** Carlisle, Jana L  
**Subject:** RE: Performance Matters payment schedule

Hi Gary,  
Thanks for this update! I don't recall this part of the discussion, but am looping in Paul Chngas as he is leading this effort.  
Best regards,  
Monique

*Monique T. Felder, Ph.D.*  
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"We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us. We already know more than we need to do that." ~ Ronald Edmonds

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**From:** Appenfelder, Gary  
**Sent:** Tuesday, November 29, 2016 1:01 PM  
**To:** Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>  
**Subject:** Performance Matters payment schedule

Monique, I had a phone conversation yesterday with the PM folk regarding a couple of minor language items for the contracts. However, one of those items may be significant. I had drafted contract language for the PD Management product that (a) gave us flexibility in scheduling the start of implementation for that product, and would delay the annual license fee (for the PD) until the implementation is complete.

PM states that the waiver of the Unify annual license fee this fiscal year (\$99K cost for immediate implementation and unlimited usage through 6/30/16) was contingent upon immediate implementation of the PD Management product in this school year (\$148K implantation plus \$382K license). I don't recall hearing any comment about this during the meeting I attended with you, Sito, Dr. Joseph, and Woody & Amy from PM. Is this bundling arrangement also your understanding of what's been agreed to? I don't want to acknowledge this arrangement if it's not something we've previously agreed to.

Gary Appenfelder

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**Reid, Nicole R**

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**From:** Appenfelder, Gary  
**Sent:** Tuesday, December 6, 2016 11:03 AM  
**To:** Amy Wieland  
**Cc:** Roderick Sams; Woody Dillaha  
**Subject:** RE: Initial Legal Feedback

1. Regarding the redline items from your legal team, none of them present a problem except for the language added to section 3 *Term*. We cannot use auto-renewal or auto-extension language. However, I will add language to that section to clearly state that the contract(s) can be extended incrementally out to a maximum of five years. I know your Attorney would prefer the redline language, but I'm certain the alternative I described will be acceptable.
2. To recap our conversation this morning (please correct me on anything I'm misstating or miss-remembering):
  - a. The Unify product implementation and the TrueNorthLogic PD Management product will be unbundled for contractual and scheduling purposes.
  - b. Our existing schedule for Unify implementation (already underway) is unchanged. Deployment in the 2016-2017 school year will be strictly limited to the Priority schools (less than 5,000 students). Data setup for full district deployment will be separately scheduled.
  - c. Start date for the schedule to implement the TrueNorthLogic PD Management product is to be determined. A number of factors affect this, including the firm end date (June 30, 2018) of access to our current PD Management product. Our intent is to operate both products in parallel for a period of time. Best guess at timing for the start of TrueNorthLogic PD implementation is the fall of 2017.
  - d. Next step is for Gary to send revised drafts of both contracts to PM for final review and edit (target = today). Final settlement of mutually agreeable language is expected by the end of this week.
  - e. Upon final agreement of language, Gary will initiate electronic signature routing (via DocuSign) of both contracts. Routing will be to PM first, then through the MNPS list of signers. Full execution to be completed before 12/31/16.

Except for scheduling, the TrueNorthLogic product contract and pricing is pretty vanilla. It's a full deployment, regardless of the start date. However, for the Unify product contract, my intention is to define pricing to resemble more closely the pricing format used in the proposal sent on October 24, so that it's clear what elements and what multipliers apply to any fees due (e.g. student count, etc.).

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**From:** Amy Wieland [mailto:[amy.wieland@performancematters.com](mailto:amy.wieland@performancematters.com)]  
**Sent:** Tuesday, December 06, 2016 9:08 AM  
**To:** Appenfelder, Gary



**Cc:** Roderick Sams; Woody Dillaha

**Subject:** Initial Legal Feedback

Hi Gary,

Thank you so much for the call this morning. Attached is the initial feedback on your original draft document.

We look forward to seeing your drafts as soon as they are available. As a goal, we hope to wrap up all paperwork by the end of this week. Of course, we understand we may need to follow up again next week depending on the initial reviews of the paperwork.

Please feel free to reach out to us directly whenever you are ready.

Regards,

**Amy Wieland**

Senior Vice President

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**Reid, Nicole R**

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**From:** Changas, Paul  
**Sent:** Monday, December 12, 2016 4:44 PM  
**To:** McClarey, Jody (Jody.McClarey@mnps.org)  
**Subject:** FW: Contract and Quote for Metro Nashville Public Schools  
**Attachments:** Metro Nashville Public School - MAP Contract.docx; Metropolitan Nashville Public Schools- District Expansion.doc; NWEA Northwest Evaluation Association - Contract.pdf

FYI

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**From:** Appenfelter, Gary  
**Sent:** Monday, December 12, 2016 3:46 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** FW: Contract and Quote for Metro Nashville Public Schools

Paul, I'm addressing the redline changes in the contract document. Looks bad, but almost all are OK. I need to check with Legal on the indemnity clause.

In the "District Expansion" doc, does that look OK to you? It implies a lump sum payment at the point when you pull the trigger, which I think is what you're anticipating. Main thing I want to point out is that the redline does not mention or lock in the pricing of the Math assessment. So, as redlined, if we later want to use the Math, it will have to be added as an amendment. Are you OK with that?

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**From:** Sherry DeSimone [<mailto:sherry.desimone@nwea.org>]  
**Sent:** Sunday, December 11, 2016 5:07 PM  
**To:** Appenfelter, Gary  
**Cc:** Alison Levitt; Sherry DeSimone  
**Subject:** Contract and Quote for Metro Nashville Public Schools

Good afternoon Gary,

Please accept our apologies for the delay in getting this back to you. We were waiting on our attorney to review and clarify a few things. With that said, below are some notes from our legal team with a couple of needed clarifications. Attached are the documents referenced below with the suggested edits to the contract.

1. The attached contract has our attorney's edits. {Please review and let us know if you have any questions or concerns. If you accept these changes, please incorporate the new language and return a signed copy to us for signatures. We will need this along with the other 2 documents attached.
2. The "not to exceed amount" on the contract reads \$451,000 and our quote (Schedule A) is for roughly \$381,000. Is it correct to assume that this is a set amount by MNPS to allow for overage? Please advise.
3. The original cost proposal sent to Dr. Felder and Dr. Chagas included the recommended professional development plan and research hours. These are not included on the attached quote (Schedule A) because MNPS has not decided exactly how many workshops will be needed. We are discussing this and will hopefully have the total determined by January. The first workshops are to take place the week of January 9<sup>th</sup>. Does this have to be determined before this contract gets signed? We are planning to send a separate quote for the PD package once the amount of days is determined. Please advise if this can wait or you need these numbers and amount before proceeding with signatures.
4. The proposed amount for the PD package is \$75,000, but again, there may be more or less workshops once all is determined and the number of staff to be trained is determined. Is the "not to exceed amount" (\$451,000) on the attached contract supposed to cover PD, as well as, the student license? If that is the case, the current estimate will exceed that amount. Again, it may not be over, but we still need to know how to incorporate language onto that Schedule A once we know how many days they decide to purchase

Once we get clarification on these items and you are satisfied with the language, we will need a full package signed and returned for signatures from our team. Please review and let Alison know if you have any questions. I will be traveling out of the country this week and will have very limited access to email, but will check in periodically. However, Alison will be happy to set up a call with our legal team if that would be more efficient for you. Just let us know!!

Thanks again for your patience as we work these details out!

Cheers,  
Sherry




Sherry DeSimone  
Regional Manager, Major Accounts East | NWEA

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**Reid, Nicole R**

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**From:** Carlisle, Jana L  
**Sent:** Saturday, December 17, 2016 12:42 PM  
**To:** Changas, Paul; Appenfelder, Gary  
**Subject:** Performance Matters

Sorry. Public Impact is doing something else. The Perf Matters rep is attempting to run an end game

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

On Dec 17, 2016, at 10:24 AM, Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)> wrote:

Hi-

If possible could one of you call me? Vendor went to Monique about not giving all schools access... we made that decision.

[REDACTED]

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

**Reid, Nicole R**

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**From:** Russell, Toni M  
**Sent:** Monday, December 19, 2016 1:29 PM  
**To:** Appenfeller, Gary  
**Cc:** Stark, Kenneth  
**Subject:** RE: Performance Matters 2-276664-01: Unify

Hi Gary,

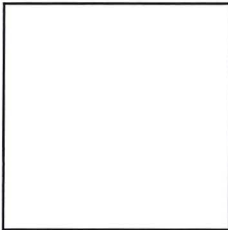
I noticed this includes \$23K FY 2016-2017 and \$953K future years. Is this binding us to PM for the full blown purchase to include PD? I didn't think we had determined we are for sure going with PM post Unify? I don't want to hold up progress but wanted to understand for sure what I am signing.

Thanks, T

---

**From:** DocuSign System [mailto:dse\_na2@docusign.net]  
**Sent:** Monday, December 19, 2016 9:15 AM  
**To:** Russell, Toni M <Toni.Russell@mnps.org>  
**Subject:** Performance Matters 2-276664-01: Unify

**Error! Filename not specified.**



Gary Appenfeller sent you a document to review and sign.

**REVIEW DOCUMENTS**

**Gary Appenfeller**  
gary.appenfeller@mnps.org



**Reid, Nicole R**

---

**From:** Stark, Kenneth  
**Sent:** Tuesday, December 20, 2016 10:46 AM  
**To:** Appenfeller, Gary  
**Subject:** RE: Performance Matters 2-276664-00: PD Management

Thanks.

---

**From:** Appenfeller, Gary  
**Sent:** Tuesday, December 20, 2016 10:44 AM  
**To:** Stark, Kenneth <Kenneth.Stark@mnps.org>  
**Subject:** RE: Performance Matters 2-276664-00: PD Management

That's correct. The PD contract is very specifically set up so that (a) no obligation starts until we trigger it and (b) the financial obligation (when we trigger it) is dependent on the number of employees that we specify. On that last point, our assumption has always been that we need the service for all employees.

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**From:** Stark, Kenneth  
**Sent:** Tuesday, December 20, 2016 10:12 AM  
**To:** Appenfeller, Gary  
**Subject:** RE: Performance Matters 2-276664-00: PD Management

Gary,

I didn't realize we were moving ahead with this portion. I knew we were moving ahead with the Unify parts, but not the PD management part.

I talked with Toni and she says that you told her that we aren't necessarily obligated to move forward with this particular product even once the contract is in place. Is that accurate? I know there isn't any cash flowing out from us for this product this fiscal year. It is the amounts in subsequent years that concern me.

Ken

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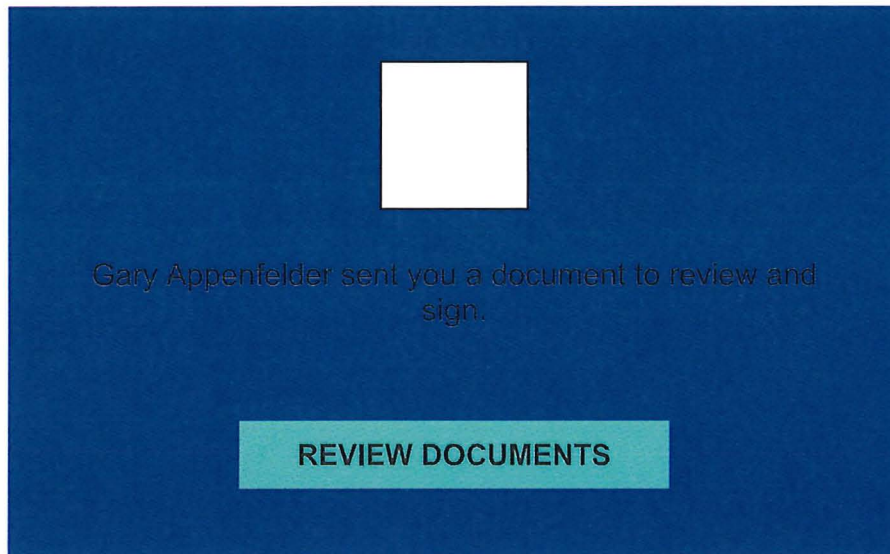
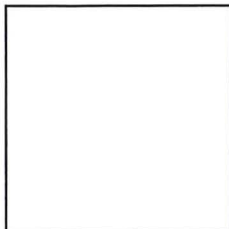
**From:** DocuSign System [[mailto:dse\\_na2@docusign.net](mailto:dse_na2@docusign.net)]  
**Sent:** Tuesday, December 20, 2016 10:03 AM



To: Stark, Kenneth <[Kenneth.Stark@mnps.org](mailto:Kenneth.Stark@mnps.org)>

Subject: Performance Matters 2-276664-00: PD Management

**Error! Filename not specified.**



**Gary Appenfelter**  
[gary.appenfelter@mnps.org](mailto:gary.appenfelter@mnps.org)

Kenneth Stark,

Please DocuSign Performance Matters (2-276664-00) financial summary.docx, Performance Matters (2-276664-00) final 12-15-16.docx, Performance Matters COI.pdf, Performance Matters (2-276664-00) Exhibit A final.docx, Performance Matters (2-276664-00) Exhibit B.pdf

Thank You, Gary Appenfelter

## Reid, Nicole R

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**From:** Williams, David S  
**Sent:** Thursday, January 5, 2017 5:47 PM  
**To:** Felder, Monique T;Changas, Paul;Pattullo, Kathryn;McClarey, Jody;Lineberger, Jan Ellen;Lipsey, Tamera K  
**Cc:** Jones, Katea J  
**Subject:** Assessments, 17-18

Hi everyone,

This topic has bubbled up in conversations in various corners during the first semester. I think we need to sit down and have a formal discussion around assessments that will be offered next year.

I like the framing for national, state, local. I want to be clear which are required (state/national), the policy it fulfills, and the function each assessment serves. I know we have most of this information already in some form.

I want us to inspect any redundancies/overlaps and see if there is anything we can take off the table and/or streamline.

For example:

- Tammy, Monique, and I had a discussion about limiting TLA beyond a certain grade and reading level.
- We need to investigate if we want MAP to serve as a universal screener, for ELA and math if we move to both content areas, and if we will expand beyond grades 2-8.
- We need to decide if we will be administering district benchmark assessments (possibly through Performance Matters) and if they will be required.

There's not a perfect time to discuss all of this, but I know we would all like to start this process now and have clarity sooner rather than later.

There are certainly other assessment issues to discuss. Please send me those. I can set the agenda for the discussion and we can find a time/place to meet in the next few weeks. Since Monique is the hardest to pin down ☺ I will let Katea let us know when she can attend. I think two hours is a good place to start and we can go from there for additional meetings.

I would also like for us to think about scheduling the results analysis and implication trainings/sessions as we think about the suite of assessments. I think as we schedule assessments, we schedule follow up support, too.

David

**David S. Williams, Ed.D.**

*Interim Executive Director of Curriculum and Instruction  
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*David.Williams2@mnps.org  
(615) 259-8602*

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**From:** Carlisle, Jana L  
**Sent:** Tuesday, January 24, 2017 1:30 PM  
**To:** 'Leslie Eicher' <Leslie@EicherCommunications.com>; Felder, Monique T <Monique.Felder@mnps.org>  
**Cc:** tina@eichercommunications.com; Matt McGhie <matt.mcghie@performancematters.com>; Lacy, Janel A <Janel.Lacy@mnps.org>  
**Subject:** RE: Partnership Introduction at the National Learners Conference

Hi:  
I apologize for not getting back to Matt. Tried to find his email yesterday... I do believe that Dr. Felder or Dr. Narcisse are best positioned to answer your questions.

We're fine with some kind of announcement at the conference. I'm cc'ing our Head of Communications, Janel Lacy.

Regards,  
Jana

*Jana L. Carlisle, Ed.D*  
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Nashville, TN. 37204  
Office – 615-259-8734  
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**From:** Leslie Eicher [mailto:Leslie@EicherCommunications.com]  
**Sent:** Tuesday, January 24, 2017 1:22 PM  
**To:** Felder, Monique T <Monique.Felder@mnps.org>; Carlisle, Jana L <Jana.Carlisle@mnps.org>  
**Cc:** tina@eichercommunications.com; Matt McGhie <matt.mcghie@performancematters.com>  
**Subject:** FW: Partnership Introduction at the National Learners Conference

Good afternoon Monique and Jana! I handle public relations work for Performance Matters and Matt McGhie asked me to carry the ball on the news release project he emailed you about last week. May we set up a time for a quick call this week so I can gather some information with which to draft the release? My questions will be along the lines of: 1) What challenges were you facing that made you look for a new solution? 2) How were you previously addressing those problems/concerns? 3) How did you hear about Performance Matters? 4) What was it about the system that made you chose it? 5) Basic goals/objectives/hopes for the system 6) Implementation timing.

We'd also like to include a quote from someone at the district...I'm assuming that would be one of you two, but do let me know if it's someone else. Once we draft the release we'll forward it to you so your team can review/edit/approve before we send it out to the media.

I'm pretty open tomorrow afternoon and all day Thursday. Please let me know what day/time works for you and I'll set up a call/invite.

Thanks so much!!

Leslie Eicher

Leslie Eicher, APR  
Eicher Communications Inc.  
representing Performance Matters  
Office: 314-965-1776  
Mobile: [REDACTED]  
Twitter: @LEicher

---

**From:** Matt McGhie <[matt.mcghie@performancematters.com](mailto:matt.mcghie@performancematters.com)>  
**Date:** Tuesday, January 24, 2017 at 11:17 AM  
**To:** <[Leslie@EicherCommunications.com](mailto:Leslie@EicherCommunications.com)>  
**Subject:** Fwd: Re: Partnership Introduction at the National Learners Conference

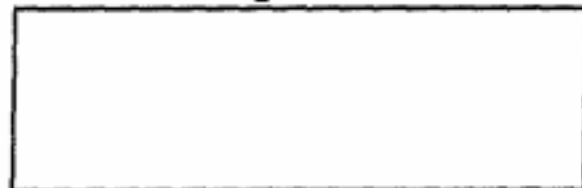
On January 17, 2017 at 9:58:38 AM, Matt McGhie ([matt.mcghie@performancematters.com](mailto:matt.mcghie@performancematters.com)) wrote:

Nice to meet you Monique and Jana. Thanks for the introductions Rocky.

As Rocky mentioned, we're excited to be partnering with MNPS and looking forward to some great things. As you know, we have our NLC event coming up soon and I was hopeful we could make a joint announcement about the partnership. I'm guessing you have a communications or PR person at the district? Would you be able to make an introduction for me to that person? I'd love to start a conversation around this.

Thanks so much,  
m@

Matt McGhie  
VP Marketing



801-319-1365  
[www.performancematters.com](http://www.performancematters.com)

Register today for 2017 National Learners Conference: *Better Together*

On January 16, 2017 at 8:54:08 PM, Roderick Sams ([roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)) wrote:

Good evening Monique and Jana,

I hope all is well! We at Performance Matters are very excited about our partnership with MNPS. So much so, we are planning to make an announcement at our National Learners Conference next month. I'd like to introduce Matt McGhie, who heads up our Marketing team. I'm sure he has some questions in preparation, and I wanted him connected with both of you.

Thanks again, and look forward to visiting Nashville soon!

Rocky

**From:** Kovach, David B  
**Sent:** Wednesday, January 25, 2017 1:46 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** Re: Communication to L5 principals

Thanks-let me know when you finalize with David.

David

David Kovach  
Acting Executive Officer  
L5 Innovation Schools  
(615) 259-8553  
Analytical, Connectedness, Ideation, Strategic, Relator

---

**From:** "Changas, Paul" <Paul.Changas@mnps.org>  
**Date:** Wednesday, January 25, 2017 at 12:00 PM  
**To:** "Kovach, David B" <David.Kovach@mnps.org>  
**Subject:** Communication to L5 principals

David,

As a follow-up to our meeting yesterday, I have drafted an email message for you to send to L5 principals. I have touched base briefly with David Williams but I would like to follow up with him this afternoon before this communication goes out. He and I are in a meeting from 1:00 to 2:30 today and I just want to confirm that we will be able to pull from the entire school year's standards when we construct the end-of-year benchmark. Based upon my brief conversation with him yesterday, there may be an additional cost to the district for the fourth benchmark, but I should be able to cover this in my budget. I will follow up with you after I have had a chance to speak with David.

Feel free to edit/modify any or all portions of the following draft.

*Principals,*

*This email is to clarify the involvement of our L5 schools this spring with Performance Matters Solutions. Performance Matters provides an assessment and reporting platform that will be utilized in all MNPS schools next school year. It provides improved functionality for the administration of district benchmark and classroom assessments, as well as integrated reporting and analytics that draw from a variety of data sources.*

*Our L5 schools will have the opportunity to preview Performance Matters prior to other schools in the district. While there had been interest in administering the third district benchmark assessment through this platform, we will continue to utilize SchoolNet for those schools that choose to give the third district benchmark. We do not want to disrupt school schedules prior to the administration of this year's TNReady assessments. We will instead administer short end-of-year benchmark assessments in English/LA and Math through Performance Matters in all L5 schools. These benchmarks will draw from state academic standards covered throughout the school year. These assessments should therefore be correlated to TNReady and thus provide schools with a preliminary estimate of student end-of-year achievement.*



*We will ask schools to administer the end-of-year benchmark assessments the week of May 15. Each school will need to send one or two staff members to a half-day test administration training session the week of May 8. There will be opportunities to begin learning how to utilize the Performance Matters reports following the test administration.*

*Please let me know if you have questions or would like additional information regarding Performance Matters.*

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

**Reid, Nicole R**

---

**From:** Sarah Webster <sarah.webster@performancematters.com>  
**Sent:** Thursday, February 2, 2017 4:29 PM  
**To:** Changas, Paul  
**Subject:** Fwd: Executive meeting with Performance Matters at National Users Conference  
**Attachments:** 2017SessionDetail\_012517.pdf

Dear Dr. Changas,

I reached out to Jana Carlisle a few days ago regarding the scheduling of an Executive Meeting at the Performance Matters National Learners Conference next week. I spoke to Roderick Sams earlier today and he tells me that you are likely the person I should have reached out to.

My apologies that the request is coming to you so late in the game, but are you and your team available to meet during the conference next week? The proposed time was Wednesday, February 8th at 10:15am.

Thank you,  
Sarah

----- Forwarded message -----

**From:** Sarah Webster <sarah.webster@performancematters.com>  
**Date:** Fri, Jan 27, 2017 at 9:42 AM  
**Subject:** Executive meeting with Performance Matters at National Users Conference  
**To:** [jana.carlisle@mnps.org](mailto:jana.carlisle@mnps.org)

Dear Dr. Carlisle,

By way of introduction, my name is Sarah and I am working with Rocky Sams and others on our National Learners Conference coming up in a couple weeks. I am working to coordinate a meeting between your team and our executives during the conference. Would Wednesday, February 8th at 10:15 will work for you and your team? I realize that is during our breakout session two so I hope that doesn't cause a conflict for you and your team. I've attached the latest version of our session agenda for your reference.

If this time does work, please let me know who from your team will be joining you and I will send an invite to everyone.

Thank you and have a pleasant day,  
Sarah

--

Sarah Webster  
Events and Experiences Manager


**performance  
matters** 

Accelerate Student and Educator Growth  
(801) 895-3789

[www.performancematters.com](http://www.performancematters.com)

--

Sarah Webster  
Events and Experiences Manager

**performance  
matters** 

Accelerate Student and Educator Growth  
(801) 895-3789

[www.performancematters.com](http://www.performancematters.com)

## Reid, Nicole R

---

**From:** Changas, Paul  
**Sent:** Monday, February 27, 2017 5:12 PM  
**To:** Carlisle, Jana L  
**Subject:** RE: Item Bank for Performance Matters

I spoke to Doug. He said he budgeted only the PD portion of Performance Matters, which is also known as True North Logic (\$500,000). He did not budget the assessment component. He said that Toni Russell and Ken Stark were discussing the full cost of implementation, but that was some time ago and he does not know if assessment was budgeted anywhere. My estimate of \$435,000 is based upon the PM contract estimate of \$387,000 for assessment and analytics and \$48,000 for PD (20 days at \$2400/day). We can probably cut back on PD and build internal capacity.

Paul

---

**From:** Carlisle, Jana L  
**Sent:** Monday, February 27, 2017 4:51 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** Re: Item Bank for Performance Matters

Double check!

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

On Feb 27, 2017, at 4:28 PM, Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)> wrote:

Jana,

Sorry, but I am not sure what you are asking ("dc"?).

Paul

---

**From:** Carlisle, Jana L  
**Sent:** Monday, February 27, 2017 4:15 PM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Subject:** Re: Item Bank for Performance Matters

I just don't see it in his. Can you dc please?

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

On Feb 27, 2017, at 4:10 PM, Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)> wrote:

Jana,

No one indicated to me that the instructional management system was moving to my budget, and I asked Doug Renfro some time ago if he knew if Performance Matters would be in his budget. At that time I believe he thought that was the case since SchoolNet had been in Learning Tech's budget.

If this needs to move to my department, that is fine. But as with SchoolNet, PM includes much more than just an assessment module.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Carlisle, Jana L  
**Sent:** Monday, February 27, 2017 3:35 PM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Subject:** Re: Item Bank for Performance Matters

Do we know where Performance Matters -- the \$482k reference in your budget -- is captured? I don't see it in Learning Tech or your budget.

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

On Feb 15, 2017, at 6:06 PM, Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)> wrote:

I am fine with this. Although the selection of the item bank (through an RFP process) is being conducted by C&I, we are used to having assessments and assessment components/platforms put in our budget.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Carlisle, Jana L  
**Sent:** Wednesday, February 15, 2017 5:46 PM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Subject:** RE: Item Bank for Performance Matters

Does this make sense to you? If so, I'll let Glenda know.

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]  
<image001.png>

\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\*

---

**From:** Chagas, Paul  
**Sent:** Tuesday, February 14, 2017 8:51 AM  
**To:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>  
**Subject:** FW: Item Bank for Performance Matters

FYI.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Renfro, Douglas  
**Sent:** Tuesday, February 14, 2017 8:38 AM  
**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Subject:** Item Bank for Performance Matters

Paul,

When going over my budget with Monique she saw that the item bank purchase was on my budget. She asked why at the time and I explained that decisions were made I believe as a result of the Learning Technology Department funding Schoolnet.

Her belief is that the item bank should probably live in your world. I know this is short notice, but do you see this line item moving over to your departmental budget.

If this is not possible I can leave it on my budget this year and then see what the future holds. I had earmarked \$250,000 for the bank in my budget since we were looking at adding social studies and science also.

I apologize again for the short time.



Doug Renfro

[douglas.renfro@mnps.org](mailto:douglas.renfro@mnps.org)

Executive Director of Learning Technology and Library Services,

Gallup-Certified Strengths Coach, CETL

Office: 615-298-8456 Ext: 2404

Cell:

Twitter: @dsrenfro

*Consistency/Responsibility/Restorative/Harmony/Input*

**Reid, Nicole R**

---

**From:** Chagas, Paul  
**Sent:** Monday, February 27, 2017 5:45 PM  
**To:** Carlisle, Jana L  
**Subject:** RE: Item Bank for Performance Matters

SchoolNet has as PD component that we are currently using, so we will need a replacement at some point in the coming year. It is my understanding that the PD module of PM might not be implemented until some point later in the school year. But I do not think we can delay or drop PD without continuing with SchoolNet during that time.

---

**From:** Carlisle, Jana L  
**Sent:** Monday, February 27, 2017 5:32 PM  
**To:** Chagas, Paul <Paul.Chagas@mnps.org>  
**Subject:** RE: Item Bank for Performance Matters

Ugh. Now LT did budget for the PD PM piece which I thought we weren't doing. I may just swap those two items. Thoughts?

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]



**\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\***

---

**From:** Chagas, Paul  
**Sent:** Monday, February 27, 2017 5:31 PM  
**To:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>  
**Subject:** RE: Item Bank for Performance Matters

I just spoke with Toni Russell, and she did not budget for Performance Matters. So it does appear that the cost of assessment and logistics and associated training (\$435K) is not currently covered.

Paul

---

**From:** Carlisle, Jana L  
**Sent:** Monday, February 27, 2017 4:51 PM  
**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Subject:** Re: Item Bank for Performance Matters

Double check!

Jana L Carlisle

Chief of Staff  
Metro Nashville Public Schools

On Feb 27, 2017, at 4:28 PM, Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)> wrote:

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**Subject:** Re: Item Bank for Performance Matters

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Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

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If this needs to move to my department, that is fine. But as with SchoolNet, PM includes much more than just an assessment module.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430  
Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

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Jana L Carlisle

Chief of Staff  
Metro Nashville Public Schools

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Paul


Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator - Responsibility

---

**From:** Carlisle, Jana L  
**Sent:** Wednesday, February 15, 2017 5:46 PM  
**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Subject:** RE: Item Bank for Performance Matters

Does this make sense to you? If so, I'll let Glenda know.

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile –   
<image001.png>

\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\*

---

**From:** Chagas, Paul  
**Sent:** Tuesday, February 14, 2017 8:51 AM  
**To:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>  
**Subject:** FW: Item Bank for Performance Matters

FYI.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator - Responsibility

**From:** Renfro, Douglas  
**Sent:** Tuesday, February 14, 2017 8:38 AM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** Item Bank for Performance Matters

Paul,

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I apologize again for the short time.

Doug Renfro  
[douglas.renfro@mnps.org](mailto:douglas.renfro@mnps.org)  
Executive Director of Learning Technology and Library Services,  
Gallup-Certified Strengths Coach, CETL  
Office: 615-298-8456 Ext: 2404  
Cell: [REDACTED]  
Twitter: @dsrenfro

*Consistency/Responsibility/Restorative/Harmony/Input*

**Reid, Nicole R**

---

**From:** Changas, Paul  
**Sent:** Tuesday, February 28, 2017 10:20 AM  
**To:** Carlisle, Jana L  
**Subject:** RE: PD system Perf Matters

Jana,

It is my understanding that Doug only addressed the PD module of Performance Matters but not the \$435K for the assessment module. Previously all of this was in his budget through SchoolNet. So it appears we still have \$435K that has not been addressed. If we need to cut costs, it may be possible to delay implementation of the PD module for a year and stay with SchoolNet (which is less costly) until then. Doug, Kelly Wade and Toni Russell may need to weigh in on this. However, Gary Appenfelder has told me that the contract with PM is written in such a way that we do not pay them for a module until it is implemented.

Paul

---

**From:** Carlisle, Jana L  
**Sent:** Tuesday, February 28, 2017 9:58 AM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** PD system Perf Matters

Hi-  
So... the amount Doug put in for the PD piece is necessary to replace SchoolNet as well as the \$435k, right?

Also are we implementing MAP M next year as well as MAP R?

Thx  
J

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools



## Reid, Nicole R

---

**From:** Russell, Toni M  
**Sent:** Monday, March 27, 2017 2:32 PM  
**To:** Chagas, Paul  
**Cc:** Wade, Kelly S; Lott, Lance  
**Subject:** RE: perf matters

This is about a call Kelly got from Rocky last week while she was on vacation. It appears Shannon also had a call from Rocky too. I can't speak for Shannon but Kelly is uncomfortable about the call and wanted you, Gary, and me to be away of the discussion. Again since I didn't speak to Rocky myself, I don't want to misrepresent the conversation with Kelly but it appears the call was status questions but also some pressure about what is going on with PD and eval. Kelly was clear she/we would do whatever we need to do to support the district goal and direction.

Kelly and Lance are in a meeting together so I will wait for them before we call or tag-up w you. We want to ensure there isn't a disconnect within MNPS or with PM team members. It feels like there might be a disconnect right now.

T

---

**From:** Chagas, Paul  
**Sent:** Monday, March 27, 2017 2:19 PM  
**To:** Russell, Toni M <Toni.Russell@mnps.org>  
**Subject:** RE: perf matters

Toni,

I just got back to the office. You are welcome to call me on my direct line (85-8425) or cell [REDACTED] if we need to touch base. I did have a very brief conversation with Ken last week.

Paul

---

**From:** Russell, Toni M  
**Sent:** Monday, March 27, 2017 2:09 PM  
**To:** Chagas, Paul <Paul.Chagas@mnps.org>  
**Subject:** perf matters

Hey,

When I sent the IM Kelly and Lance had come over to talk to me and Ken about Performance Matters. We want to make sure again we are all in sync.

**Toni M. Russell**

Executive Director of Technology and Information Services  
Metro Nashville Public Schools  
Office Phone: 615-259-8433

For fastest assistance with IT support needs, please contact the IT Help Desk at (615) 269-5956 or [helpdesk@mnps.org](mailto:helpdesk@mnps.org).

**Reid, Nicole R**

---

**From:** Carlisle, Jana L  
**Sent:** Tuesday, March 28, 2017 10:04 AM  
**To:** Changas, Paul  
**Cc:** Brandon, Brigitte L  
**Subject:** RE: Performance Matters

Who is going to close the loop with Rocky?

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]



**\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\***

---

**From:** Changas, Paul  
**Sent:** Tuesday, March 28, 2017 10:03 AM  
**To:** Carlisle, Jana L <Jana.Carlisle@mnps.org>  
**Cc:** Brandon, Brigitte L <Brigitte.Brandon@mnps.org>  
**Subject:** RE: Performance Matters

Jana,

I am at Lakeview Elementary this morning with Dr. Joseph, Monique and Sito. We bought off another contract and we have costs associated for different modules if we choose to purchase them. But I have confirmed multiple times with Gary (including yesterday), that there is no obligation to buy any module.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator - Responsibility

---

**From:** Carlisle, Jana L  
**Sent:** Tuesday, March 28, 2017 9:40 AM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Cc:** Brandon, Brigitte L <Brigitte.Brandon@mnps.org>  
**Subject:** RE: Performance Matters

Hi:

Just tried to call both numbers.

I also didn't think we were purchasing the evaluation portion. Deborah called me late last week and read me the contract which indicated we were...??? Also, there are monies in Toni's budget proposal for roughly the same amount for the evaluation piece. I would trust Gary on it because he did the negotiating. I think Rocky may be trying to pull a fast one.

Jana

*Jana L. Carlisle, Ed.D*  
Chief of Staff  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN. 37204  
Office – 615-259-8734  
Mobile – [REDACTED]



\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\*

---

**From:** Chngas, Paul  
**Sent:** Monday, March 27, 2017 4:26 PM  
**To:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>  
**Cc:** Brandon, Brigitte L <[Brigitte.Brandon@mnps.org](mailto:Brigitte.Brandon@mnps.org)>  
**Subject:** Performance Matters  
**Importance:** High

Jana,

If you have a minute or two to talk, please call me on my direct line (85-8425) or cell [REDACTED] Rocky Sams from Performance Matters has called Kelly Wade and Shannon Black in the past week regarding the district's lack of progress in setting up the evaluation module of Performance Matters. However, having spoken with Toni Russell, Kelly Wade, Shannon Black and Gary Appenfeller, it is our understanding that we are not purchasing the evaluation module at this time – only the assessment/reporting and professional development modules. Shannon says that HR is planning to utilize a different vendor – RANDA – who has worked with the state evaluation system for years. I just want to make sure we are all on the same page.

Thank you.

Paul

Paul Chngas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

## Reid, Nicole R

---

**From:** Chagas, Paul  
**Sent:** Tuesday, March 28, 2017 2:03 PM  
**To:** Carlisle, Jana L  
**Cc:** Brandon, Brigitte L  
**Subject:** RE: Performance Matters

Jana,

I will close the loop with Rocky. I wanted to make sure we were on the same page before I reached out. We plan to go forward with assessment, reporting and professional development through Performance Matters, but not with evaluation. I will also ask Rocky to work through me regarding questions about district direction. Without going into detail here, Kelly and Shannon both felt somewhat pressured/uncomfortable with the calls they received.

Thank you.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430  
Strengths: Individualization – Analytical – Learner – Relator – Responsibility

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**Sent:** Tuesday, March 28, 2017 10:04 AM  
**To:** Chagas, Paul <Paul.Chagas@mnps.org>  
**Cc:** Brandon, Brigitte L <Brigitte.Brandon@mnps.org>  
**Subject:** RE: Performance Matters

Who is going to close the loop with Rocky?

*Jana L. Carlisle, Ed.D*  
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Office – 615-259-8734  
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\*\* STRATEGIC \*\* INPUT \*\* ACHIEVER \*\* RESPONSIBILITY \*\* RELATOR \*\*

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**From:** Chagas, Paul  
**Sent:** Tuesday, March 28, 2017 10:03 AM  
**To:** Carlisle, Jana L <[Jana.Carlisle@mnps.org](mailto:Jana.Carlisle@mnps.org)>

&#8226; Performance Matters would be also need to evaluate the structure of the QTI package in terms of the provision of metadata and how the elements are banked against the items (separate files, within the items themselves).

&#8226; Performance Matters supports the following item types, although the naming can vary by vendor:

- Selected-response (including multi-response)
- Extended text with rubric scoring
- Text entry
- Draw
- Order
- Associate
- Matching
- Drag-and-drop
- Hotspot
- Hot-text
- Numeric grid
- Inline choice
- (math text within items)

**David S. Williams, Ed.D.**

*Executive Director of Curriculum and Instruction  
Division of Teaching and Learning  
Metropolitan Nashville Public Schools  
2601 Bransford Ave  
Nashville, TN 37204*

Ideation | Adaptability | Intellection | Connectedness | Learner

[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)  
(615) 259-8602

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<image001.png>

<image002.png>

**Reid, Nicole R**

---

**From:** Roderick Sams <roderick.sams@performancematters.com>  
**Sent:** Friday, March 31, 2017 4:42 PM  
**To:** Chagas, Paul  
**Cc:** patrice@performancematters.com; Carlisle, Jana L; Appenfelder, Gary; Story, Deborah; Stark, Kenneth; Amy Wieland  
**Subject:** Re: Performance Matters Implementation for 2017-18

Thanks Paul,

I appreciate your note and the clarifying conversations from everyone. Performance Matters is definitely excited about our partnership and appreciate the opportunity to support teaching and learning in MNPS. Look forward to working with the team!

Have a great weekend,

Rocky

On Tue, Mar 28, 2017 at 5:00 PM, Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)> wrote:  
Rocky,

After hearing from Kelly Wade and Shannon Black regarding recent conversations they had with you pertaining to the coming school year, I just want to make sure we are all on the same page. Our district has budgeted for the Unify assessment and analytics component and the Professional Development component for 2017-18. We are not purchasing the Evaluation module for the coming year. As I believe Shannon explained, the Tennessee Department of Education provides an evaluation platform to public school districts at no cost. And I believe Gary Appenfelder addressed in an earlier communication that the contracts we are piggybacking off for Unify and PD are not contingent upon other implementations.

Feel free to contact me on my direct line, 615-259-8425, if you would like to discuss this further.

We are excited about our partnership and look forward to the first assessment through Unify in selected schools in May.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization - Analytical - Learner - Relator - Responsibility



--

**Roderick Sams, Ed.D.**  
Director, Education Solutions  
(770) 283-4145

**performance  
matters** 

Accelerate Student and Educator Growth  
[www.performancematters.com](http://www.performancematters.com)

## Reid, Nicole R

---

**From:** Fentress, Tamara  
**Sent:** Wednesday, April 19, 2017 9:29 AM  
**To:** Chagas, Paul; Stenson, Christine M; Davis, Krista M  
**Cc:** Carlisle, Jana L  
**Subject:** Meeting Notes: Strategic Framework KPIs - Baselines and Targets

Good Morning,

Please find my notes below for yesterday's meeting. Thank you for your time.

### Current Status

- The framework has been approved by the School Board. Finishing touches are being made on the attached file, but the Performance Measures listed on pages 21, 25, 29, and 33 are accurate.
- UPD Consulting will not be assisting with baselines and target setting on the overarching strategic framework measures.
- Dr. Joseph has shared interest in potentially hiring a statistician (he's done this in previous district(s)) to create a statistical model to inform the setting of targets.
- Baselines and targets are needed where available. A data planning agenda can be put into place for missing baseline information.
- Paul and Tina are expecting state to release performance data in October.

### Things to Consider

- How much do we want the targets to energize/stretch? Attainable, but also stretch
- What are the consequences based on the shifts and changes?
  - o For instance, how aligned to the state accountability system do we want/need to be?
  - o We could meet our own targets and then the state is coming in to take over.
- There is a growth model used by the state. The metrics used can be a little harder to explain.
- The state is moving away from gaps.
  - o They are looking at how the subgroups are performing
    - The super subgroup at the min perf gate (not ED, ....)
    - Percent of students moving from below to approaching....
    - Look at how students are moving on track and above...
    - There will be subgroup level TVAAS growth data.....
- If you look at bringing everybody up - and you need to bring one up faster than the other - it gets to be very difficult to close the gap.
- We must be sure to close the gap, but not bring down achievement.....
- State cut scores for end of course considers 72-75<sup>th</sup> percentile "on track" for college and career readiness.
  - o The state has gone above the ACT bar.
  - o Jana mentioned: When we show the ACT benchmarks, include where we are and how the state is showing performance.....

### Next Steps/Action Items

Baselines and Targets are needed for the performance measures.

- **Tamara**
  - o Take a first pass at determining what other departments (e.g. Student Health, HR, Student Support Services, etc.) own some of the other data points.
  - o Draft template for collecting initial data and other planning information.
- **Paul, Tina & Krista**

- Begin pulling together data currently available.
- Determine what capacity is available to work through the data needed in May. Any ideas around local support, data fellows, etc???
- Plan to participate in ELT Retreat (April 28<sup>th</sup>) for an hour to discuss options/current state of data needed to support strategic framework.
- Plan to participate in the Board retreat (June 2<sup>nd</sup>) for about an hour in the afternoon. - *Tentative*
- Start thinking about a dashboard and what Performance Matters may be able to do and/or how current data sources could be fed into a centralized portal.

Please let me know if you have any questions or corrections to anything listed above.

Happy Wednesday!

Tamara

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**Tamara Fentress**

Director of Policy, Planning & Project Management

Office of the Chief of Staff

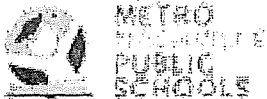
Metropolitan Nashville Public Schools

615-259-8653

[tamara.fentress@mnps.org](mailto:tamara.fentress@mnps.org)

[www.MNPS.org](http://www.MNPS.org)

**Strengths:** *Relator – Strategic – Learner – Responsibility - Achiever*



**Reid, Nicole R**

---

**From:** Carlisle, Jana L  
**Sent:** Wednesday, April 19, 2017 12:23 PM  
**To:** Changas, Paul  
**Subject:** Re: Performance Matters

Yes thanks. Saw that. Will let Dr Joseph know.

Jana L Carlisle  
Chief of Staff  
Metro Nashville Public Schools

On Apr 19, 2017, at 12:19 PM, Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)> wrote:

Jana,

I just wanted to let you know as a follow-up to our discussion regarding Performance Matters with ELT yesterday that we have confirmed with the company that they do not have a curriculum management component of their software. We have an email from our project manager from PM, Patrice Hartnett, confirming this. This is consistent with what Doug Renfro and Kelly Wade had heard from PM previously, but we wanted to double check after yesterday's discussion.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

**Reid, Nicole R**

---

**From:** Appenfelder, Gary  
**Sent:** Wednesday, June 7, 2017 11:07 AM  
**To:** Changas, Paul  
**Subject:** FW: Performance Matters Invoices  
**Attachments:** Nashville Inv 97275rev.pdf; Nashville Inv 104217.pdf; Nashville Inv 97276.pdf

Paul,

The second invoice listed below is regarding the PD Planner, so not in your department for funding. We haven't opted to activate it yet, so we won't be paying the first year license now anyway.

The first invoice has a PO setup and has been received against, so I have submitted the invoice to Accounts Payable. No action required on your end.

The third invoice is the first year license for district-wide implementation of Unify. I assume that we still intend to do that. Are we ready to activate it yet? If not, when do you anticipate that we will be activating the district-wide rollout?

I'll respond back to PM after your response.

Regards,

Gary Appenfelder  
Director of Purchasing  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8533 office  
(615) 566-1254 mobile  
[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)

---

**From:** Diana Sigrist [mailto:diana.sigrist@performancematters.com]  
**Sent:** Friday, June 2, 2017 10:48 AM  
**To:** Appenfelder, Gary <Gary.Appenfelder@mnps.org>  
**Subject:** Performance Matters Invoices

Good afternoon Gary,

I hope you're doing well. I've attached the following invoices, please let me know if you have any questions:

\*Invoice #97275 for \$39,250 dated 12/22/16 – this is under PO 423571 for the Unify product and is very past due, please provide payment status as soon as possible.

\*Invoice #97276 for \$469,775 dated 7/1/17 – this is the remainder of the training and the first year of licensing for Unify, the invoice is being provided a bit early so that you have time to get any necessary approvals on your side.

\*Invoice # 104217 for \$118,060 dated 5/30/17 – this is the first invoice under the contract for Evaluation, PD and Observation.

**5. Compensation.**

- a) Contractor shall to be paid at the fees and rates contained in Exhibit A, based upon the following schedule of payments and receipt of invoice.
  - i) \$118,060 upon start of System Setup and Configuration.
  - ii) \$29,515 upon completion of Site Implementation and successful MNPS acceptance testing (testing methodology to be mutually agreed upon.
  - iii) First year annual subscription fees upon completion of Site Implementation and successful MNPS acceptance testing, based on the actual number of employees/observers determined by MNPS and calculated as follows:
    - 1) \$11.86 per employee for PD Management System,
    - 2) \$17.83 per employee for Evaluation,
    - 3) \$105 per observer for Calibration.

Thank you so much and have a wonderful weekend!

**Diana Sigrist**

Assistant Controller

480-423-0118 x1105



[www.performancematters.com](http://www.performancematters.com)



## Reid, Nicole R

---

**From:** Changas, Paul  
**Sent:** Sunday, July 30, 2017 2:03 PM  
**To:** Appenfelder, Gary  
**Cc:** Gossage, Jeff L  
**Subject:** RE: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

I apologize Gary. I tried to call you on Friday right after I spoke with Jana. I spoke with Jeff and then sent my email to the two of you. I waited for a couple of hours before signing the agreement but I should have confirmed that it was OK to sign before going further. It will not happen again.

On a separate note, I had a call from Rocky Sams of Performance Matters on Friday. He asked if/when we would be implementing the Evaluation module of their product. I told him I was not aware of plans to implement at this time and that teacher evaluation was not under my purview, so I would need to consult with leadership. He then said that since we bought the product utilizing Shelby County's contract, which included evaluation, we would need to renegotiate the cost if we do not go with this module. I told him that was not my understanding and that I was not aware of anyone indicating we would purchase the evaluation module. I said I would need to discuss this with Jana and possibly others before we could respond. If I recall from an earlier conversation you and I had, there is nothing in the Shelby County contract that obligated us to purchase all components that they purchased. I did not go into all of this with Rocky, as I wanted to discuss this with you or, if necessary, Metro Legal first.

Thank you.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Appenfelder, Gary  
**Sent:** Friday, July 28, 2017 4:59 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Cc:** Gossage, Jeff L <Jeff.Gossage@mnps.org>  
**Subject:** RE: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

Paul, I realize that you already signed their document. You actually should not have. The contract we prepared is the document that needs to be executed. This should not cause a critical problem. I will contact Hanover and explain that the document you signed is not legally binding and we still need to execute the contract that they already approved.

As before, I need to know the full account number that the funding is to come from before we can execute the contract.

Going forward, your rule of thumb is to never sign a document that a vendor sends you unless I (or Jeff, who has transitioned into my position) have reviewed it and told you it's OK to sign.

Regards,

Gary Appenfelter  
Director of Purchasing  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfelter@mnps.org](mailto:Gary.appenfelter@mnps.org)

---

**From:** Chagas, Paul  
**Sent:** Friday, July 28, 2017 11:37 AM  
**To:** Appenfelter, Gary <[Gary.Appenfelter@mnps.org](mailto:Gary.Appenfelter@mnps.org)>  
**Cc:** Gossage, Jeff L <[Jeff.Gossage@mnps.org](mailto:Jeff.Gossage@mnps.org)>  
**Subject:** RE: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

Gary,

I am copying Jeff, who I just spoke with about the Hanover Research letter of agreement. I met with Jana in the past half hour regarding a few matters, but she told me that the funds for Hanover have been identified in the PD budget and that I should go ahead and sign the agreement. I will do so shortly.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430  
Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Appenfelter, Gary  
**Sent:** Thursday, July 27, 2017 3:41 PM  
**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Subject:** RE: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

Good call. Absolutely do not sign it. You've been crystal clear with them that we are not ready to proceed. We have nothing binding in place with them, and it needs to stay that way until you've got a clear funding path.

Regards,

Gary Appenfelter  
Director of Purchasing  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfelter@mnps.org](mailto:Gary.appenfelter@mnps.org)

---

**From:** Chagas, Paul  
**Sent:** Thursday, July 27, 2017 1:23 PM  
**To:** Appenfelter, Gary <[Gary.Appenfelter@mnps.org](mailto:Gary.Appenfelter@mnps.org)>

**Cc:** Neal, Mace O <[Mace.Neal@mnps.org](mailto:Mace.Neal@mnps.org)>

**Subject:** FW: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

Gary,

I am forwarding an earlier email regarding Hanover Research. I never signed the letter of agreement since we have not yet secured funding. Jana was going to submit a budget amendment but I do not believe anything is guaranteed at this time. Hanover has asked me to sign, as this agreement runs out after tomorrow and this could delay services. My question is whether signing this agreement would obligate us for the funding. I do not intend to sign if this is binding.

Thank you.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Changas, Paul  
**Sent:** Friday, June 30, 2017 10:12 AM  
**To:** Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>  
**Subject:** FW: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

Gary,

I am forwarding the letter of agreement that Hanover sent me. We have not finalized the funding although I am pretty confident that it will get worked out soon. Hanover would like this agreement signed now in order to assign someone to us. However, I want to make sure nothing is binding in this letter. Should I hold off signing until the funding is approved and we can go forward with the contract?

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** DocuSign System [[mailto:dse\\_na2@docusign.net](mailto:dse_na2@docusign.net)]  
**Sent:** Thursday, June 29, 2017 1:37 PM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Subject:** Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf





Rachel Dotter sent you a document to review and sign.

**REVIEW DOCUMENT**

**Rachel Dotter**

[rdotter@hanoverresearch.com](mailto:rdotter@hanoverresearch.com)

Hi Paul,

It sounds like wrapping up the contract might take longer than expected. We can work on the final details after the holiday, but in the interim, here is a Letter of Agreement for you to sign electronically (from your phone or computer).

This Letter of Agreement will enable us to assign staff to MNPS in the same cycle as other large, urban districts that also plan to focus on program evaluation.

Thanks! We're excited to work with you!

Rachel

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**Reid, Nicole R**

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**From:** Appenfelder, Gary  
**Sent:** Sunday, July 30, 2017 9:14 PM  
**To:** Chagas, Paul  
**Cc:** Gossage, Jeff L  
**Subject:** RE: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

Jeff and I switched out phones in the middle of last week and temporarily lost contact with the world. My phone (now Jeff's) would not audibly ring for incoming calls. Fixed now.

On the first, don't be concerned. This is easy to correct course on. To do that, I do need the account number that will be used.

You answered Rocky exactly correctly. We very carefully did not commit to the full set of services that Shelby County did. All pieces are if and when we decide to order. For any and all price and commitment issues/questions that Rocky (or anyone else at Performance Matters) may have, you should refer them to Jeff and me.

Regards,

Gary Appenfelder  
Director of Purchasing  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8533 office  
[REDACTED] mobile  
[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)

---

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**Sent:** Sunday, July 30, 2017 2:03 PM  
**To:** Appenfelder, Gary <[Gary.Appenfelder@mnps.org](mailto:Gary.Appenfelder@mnps.org)>  
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Thank you.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8480

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

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**Sent:** Friday, July 28, 2017 4:59 PM  
**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Cc:** Gossage, Jeff L <[Jeff.Gossage@mnps.org](mailto:Jeff.Gossage@mnps.org)>  
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Paul Chagas  
Executive Director  
Research, Assessment & Evaluation



Metropolitan Nashville Public Schools

Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

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**Sent:** Thursday, July 27, 2017 3:41 PM

**To:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>

**Subject:** RE: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

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Regards,

Gary Appenfeller

Director of Purchasing

2601 Bransford Avenue

Nashville, TN 37204

(615) 259-8533 office

[REDACTED] mobile

[Gary.appenfeller@mnps.org](mailto:Gary.appenfeller@mnps.org)

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**Sent:** Thursday, July 27, 2017 1:23 PM

**To:** Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>

**Cc:** Neal, Mace O <[Mace.Neal@mnps.org](mailto:Mace.Neal@mnps.org)>

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Paul Chagas

Executive Director

Research, Assessment & Evaluation

Metropolitan Nashville Public Schools

Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Chagas, Paul

**Sent:** Friday, June 30, 2017 10:12 AM

**To:** Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>

**Subject:** FW: Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf

Gary,

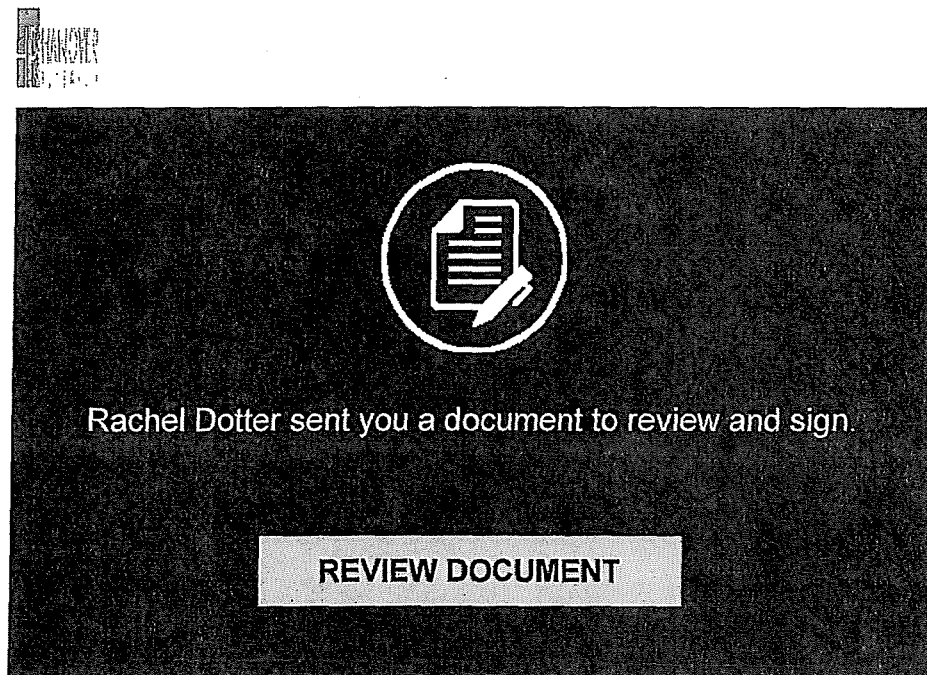
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Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430  
Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** DocuSign System [mailto:dse\_na2@docusign.net]  
**Sent:** Thursday, June 29, 2017 1:37 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** Please DocuSign this document: Hanover Letter of Agreement - Metro Nashville.pdf



**Rachel Dotter**  
[rdotter@hanoverresearch.com](mailto:rdotter@hanoverresearch.com)

Hi Paul,


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the interim, here is a Letter of Agreement for you to sign electronically (from your phone or computer).

This Letter of Agreement will enable us to assign staff to MNPS in the same cycle as other large, urban districts that also plan to focus on program evaluation.

Thanks! We're excited to work with you!

Rachel

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**Reid, Nicole R**

---

**From:** Appenfeller, Gary  
**Sent:** Monday, July 31, 2017 3:58 PM  
**To:** Diana Sigrist  
**Cc:** Gossage, Jeff L; Wade, Kelly S  
**Subject:** RE: Performance Matters Invoice

Diana, we have not scheduled, ordered or activated the PD Management product yet, so billing is premature.

Regards,

Gary Appenfeller  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8532 office  
[REDACTED] mobile  
[Gary.appenfeller@mnps.org](mailto:Gary.appenfeller@mnps.org)

**From:** Diana Sigrist [mailto:diana.sigrist@performancematters.com]  
**Sent:** Monday, July 31, 2017 12:07 PM  
**To:** Appenfeller, Gary <Gary.Appenfeller@mnps.org>  
**Subject:** Performance Matters Invoice

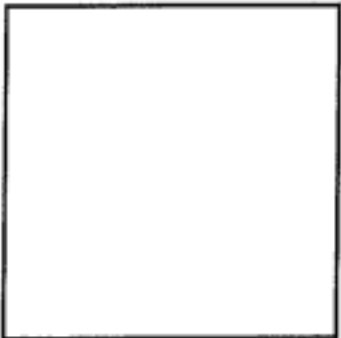
Good morning Gary,

I've attached the invoice for licensing of PD Management for the amount of actual users for that module. So far Evaluation and Calibration are not ready so no users have been billed for those modules.

Please let me know if you have any questions.

Thank you!

Diana Sigrist  
Assistant Controller



**[www.performancematters.com](http://www.performancematters.com)**

480-423-0118 x1105

**Reid, Nicole R**

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**From:** Gossage, Jeff L  
**Sent:** Wednesday, August 2, 2017 3:24 PM  
**To:** Appenfelder, Gary  
**Subject:** Performance Matters Call

Gary,  
I spoke with Amy Whielan (sp?) at Performance Matters, she claims to be confused by your email. I knew only a piece of this and shared with her that I did not believe we had agreed to the implementation of all 3 modules (Analytics, Evaluations, and PD). She said it has been done and we owe for it.

I shared the language from contract 2-276664 that reads:  
Services provided under this Contract will be ordered and supplied on an as needed basis only. Nothing in this Contract shall be construed as a minimum guarantee of services to be ordered from Contractor.

She was unmoved. Her phone number is (407) 462-9169

---

Jeff L. Gossage C.P.M.  
Metropolitan Nashville Public Schools  
2601 Bransford Ave., Nashville, TN 37204  
ph. 615-259-8533 | e-mail [jeff.gossage@mnps.org](mailto:jeff.gossage@mnps.org)



## Reid, Nicole R

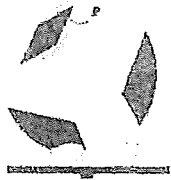
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**From:** Director of Schools  
**Sent:** Wednesday, August 16, 2017 9:16 AM  
**To:** 'adam.klaber@performancematters.com'  
**Cc:** 'woody.dillaha@performancematters.com'; 'roderick.sams@performancematters.com'; 'dave.nelson@performancematters.com'  
**Subject:** Issues with Performance Matters  
**Attachments:** Performance Matters Communication 8-14-17.pdf

Please see the attached letter requesting a response. Thanks, Shawn

Shawn Joseph, Ed.D.  
Director of Schools  
Metropolitan Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
615-259-8421 phone  
615-214-8850 fax  
[www.mnps.org](http://www.mnps.org)





METRO  
PUBLIC  
SCHOOLS

SHAWN JOSEPH, ED.D.  
Director of Schools

615.259.8421

615.214.8850

Directorofschools@mnps.org

@MNPSDirector

August 14, 2017

Adam Klaber,  
Chief Executive Officer  
Performance Matters

Dear Mr. Klaber,

As you know, our Technology and Information Services team recently discovered a data security vulnerability in the Unify Assessment platform. MNPS users with district administrator roles were able to access student level Personally Identifiable Information (PII) within other school districts through the "Impersonate User" function. We reported this issue to Woody Dillaha on Friday, August 11, and we were notified by Amy Wieland the next morning that the problem appeared to be fixed. Our team was able to confirm this morning that the process we followed previously no longer allows us access to information from other districts. We appreciate your company's timely response to this serious matter.

Our team had a phone call with Dave Nelson and Nick Coniglio this morning and shared with them some questions that still remain. We would like to know when the problem was introduced, as the list of users in Unify from outside of our district recently changed significantly. It now includes about 60 users from outside of MNPS. Please provide us with a list that includes the names and roles of Performance Matters staff who are assigned to our Unify implementation and are authorized to access our data. In addition, if an audit trail can be generated, we request a list of individuals that have accessed our site since our student data was loaded last spring.

We look forward to your timely response to the above requests. If you have specific questions regarding these requests, please direct those to Paul Changas, Executive Director of Research, Assessment and Evaluation (615-259-8425; [Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)).

Thank you.

Sincerely,

Shawn Joseph, Ed.D.



## Reid, Nicole R

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**From:** Enterline, Katherine  
**Sent:** Wednesday, August 16, 2017 2:09 PM  
**To:** Lott, Lance; Russell, Toni M  
**Cc:** Wade, Kelly S; Chagas, Paul  
**Subject:** RE: My notes from Performance Matters call today.....

I have nothing additional in my notes from the call.

Katy Enterline Miller  
Manager – Instructional Applications  
615.259.8426

---

**From:** Lott, Lance  
**Sent:** Wednesday, August 16, 2017 1:57 PM  
**To:** Russell, Toni M <Toni.Russell@mnps.org>  
**Cc:** Wade, Kelly S <Kelly.Wade@mnps.org>; Enterline, Katherine <Katherine.Enterline@mnps.org>; Chagas, Paul <Paul.Chagas@mnps.org>  
**Subject:** My notes from Performance Matters call today.....

We had a call with Performance Matters today to answer some of the questions that we left them with. Jeff ? (not sure of last name) is the VP, Security and he spoke to our questions.

1. Who from PM staff has access and who should have access to MNPS data? They are sending a list of employees currently having access to Paul. They cautioned us that this is a rather long list due to an "all hands on deck" testing of their latest release. They are also telling us who should be on this list permanently to work on our account. Paul will share this list with us and we will discuss. (Note: I thought about after the fact but did not ask why so many people needed access to our account data to do testing.)
2. They opened a Security Incident Response item in their log. They will send to me the current version of the incident with all of the notes and will update us as the incident is updated.
3. Jeff discussed with us when and how this incident was introduced. The incident was introduced on July 14<sup>th</sup> when a code update was implemented. In the backend of a SQL table a security constraint should have been checked that was not. When we reported the problem it was immediately escalated and the fix was implemented last Friday night at midnight (Mountain time). This was fixed on Aug. 11 which means the data was exposed for four weeks. He also disclosed that they have over 1,000 regression tests that they do with each release. This issue was not included in their current test cases and they have listed as an Edge case. They have included it in their suite of test cases going forward.
4. The Palm Beach user was discussed. This person was erroneously assigned to the Performance Matters security group – and was not a contractor. They stated that the user had restricted rights and would have been prohibited from logging in and seeing our data. Katy's observations supported this.
5. Lastly, we discussed the audit capability of Unify. They do have audit capability for adds and changes but as of now the product does not have an audit capability for access. They do run a Gray Log on the backend (looks at failed login attempts I believe) but this has not proven to be of use at looking who might have accessed. They are having discussions now about making a commitment to add this capability to the product.

Kelly/Katy/Paul - any additions?

Lance

**Reid, Nicole R**

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**From:** Bryant, Melissa  
**Sent:** Thursday, August 17, 2017 11:48 AM  
**To:** Chagas, Paul; Carlisle, Jana L; Joseph, Shawn  
**Subject:** FW: Issues with Performance Matters

**From:** Adam Klaber [<mailto:adam.klaber@performancematters.com>]  
**Sent:** Wednesday, August 16, 2017 2:09 PM  
**To:** Director of Schools <[DirectorOfSchools@mnps.org](mailto:DirectorOfSchools@mnps.org)>  
**Cc:** [woody.dillaha@performancematters.com](mailto:woody.dillaha@performancematters.com); [roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com); [dave.nelson@performancematters.com](mailto:dave.nelson@performancematters.com); Nick Coniglio <[Nick.Coniglio@performancematters.com](mailto:Nick.Coniglio@performancematters.com)>; Jeff Hall <[jeff.hall@performancematters.com](mailto:jeff.hall@performancematters.com)>  
**Subject:** Re: Issues with Performance Matters

Shawn,

I have been very aware of the issue you described in your letter since it was identified by your team last week. We have a formal security incident report documenting the problem and the actions we have and are taking. Through that report process we will get back to you on the specifics of your questions which the team this morning discussed as well.

We all at Performance Matters very much value your business and regret the occurrence of this issue. Protecting personally identifiable information is a company-wide priority for us and we are committed to protecting your information.

As we come to closure with this issue and back to school calms down, I look forward to meet you and members of your team to debrief on this topic and more importantly discuss ways we can best work together to enhance student performance.

I'll be in touch to arrange that session.

Adam J. Klaber  
Chief Executive Officer  
**performance  
matters**  
Accelerate Student and Educator Growth  
914.954.9282  
[www.performancematters.com](http://www.performancematters.com)

On Wed, Aug 16, 2017 at 8:16 AM, Director of Schools <[DirectorOfSchools@mnps.org](mailto:DirectorOfSchools@mnps.org)> wrote:

Please see the attached letter requesting a response. Thanks, Shawn

Shawn Joseph, Ed.D.

Director of Schools

Metropolitan Nashville Public Schools

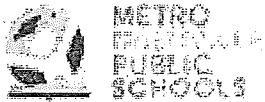
2601 Bransford Avenue

Nashville, TN 37204

615-259-8421 phone

615-214-8850 fax

[www.mnps.org](http://www.mnps.org)



**Reid, Nicole R**

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**From:** Wade, Kelly S  
**Sent:** Monday, August 28, 2017 6:28 PM  
**To:** Renfro, Douglas;Changas, Paul  
**Subject:** FW: Performance Matters Invoices  
**Attachments:** Nashville Inv 104217.pdf; Nashville Inv 97276.pdf; Nashville Inv 132095.pdf

Doug – 2 of these invoices are yours.

Paul – one is yours.

**Kelly S. Wade** (formerly McKinney)  
Infinite Campus/Filebound/HealthOffice/Schoolnet Administrator  
2601 Bransford Avenue, Nashville, TN 37204  
O Building  
[kelly.wade@mnps.org](mailto:kelly.wade@mnps.org)

**From:** Diana Sigrist [<mailto:diana.sigrist@performancematters.com>]  
**Sent:** Monday, August 28, 2017 5:22 PM  
**To:** Wade, Kelly S <[Kelly.Wade@mnps.org](mailto:Kelly.Wade@mnps.org)>; Appenfelder, Gary <[Gary.Appenfelder@mnps.org](mailto:Gary.Appenfelder@mnps.org)>  
**Cc:** Roderick Sams <[rocky.sams@performancematters.com](mailto:rocky.sams@performancematters.com)>  
**Subject:** Performance Matters Invoices

Good afternoon Kelly and Gary,


I hope you're doing well. I was wondering if you can provide a payment status for the attached invoices.

Invoice# 104217 and 97276 are past due. Invoice#132095 is due this Thursday.

I appreciate your time on this.

Thank you so much!

Diana Sigrist  
Assistant Controller

**performance  
matters**   
Accelerate Student and Educator Growth

[www.performancematters.com](http://www.performancematters.com)

480-423-0118 x1105



Performance Matters LLC  
8860 East Chaparral Road  
Suite 100  
Scottsdale, AZ 85250  
Phone: (480) 423-0118 x1105

## Invoice

Date 5/30/2017

Invoice # 104217

PO #	
Terms	Net 30
Due Date	6/29/2017

**Bill To**

Metropolitan Nashville Public Schools  
2601 Bransford Avenue  
Nashville TN 37204

Description	Quantity	Amount
Start of System Setup and Configuration		118,060.00
<b>Total Amount Due</b>		118,060.00 \$118,060.00

**Wire and ACH Instructions:**

Account Number: 3300975888  
Routing/ABA Number: 121140399  
SWIFT#: SVBKUS6S

Bank Name: Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

Bank Name:

Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

3003 Tasman Drive  
Pasadena CA 95054



## Invoice

Performance Matters LLC  
8860 East Chaparral Road  
Suite 100  
Scottsdale, AZ 85250  
Phone: (480) 423-0118 x1105

Date 7/1/2017  
Invoice # 97276

PO #	Contract 2-276664-01
Terms	Net 30
Due Date	7/31/2017

<b>Bill To</b>
Metropolitan Nashville Public Schools 2601 Bransford Avenue Nashville TN 37204

Description	Quantity	Amount
One-hour Webinar	11	3,575.00
Onsite Training	15	36,000.00
Onsite Certification Training Class	10	43,200.00
Unify Assessment and Analytics - District Wide July 1, 2017 - June 30, 2018	86000	387,000.00
<b>Total Amount Due</b>		469,775.00 \$469,775.00

### Wire and ACH Instructions:

Account Number: 3300975888  
Routing/ABA Number: 121140399  
SWIFT#: SVBKUS6S

Bank Name: Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

Bank Name: Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

Bank Name: Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054



## Invoice

Date 7/31/2017

Invoice # 132095

Performance Matters LLC  
8860 East Chaparral Road  
Suite 100  
Scottsdale, AZ 85250  
Phone: (480) 423-0118 x1105

PO #	436147 000 OH
Terms	Net 30
Due Date	8/30/2017

**Bill To**

Metropolitan Nashville Public Schools  
2601 Bransford Avenue  
Nashville TN 37204

**Description****Quantity****Amount**

Annual Subscription - PD Managment System at \$11.66 per user (7/1/17-6/30/18)

13,237

154,343.42

**Total  
Amount Due**

154,343.42  
\$154,343.42

**Wire and ACH Instructions:**

Account Number: 3300975888  
Routing/ABA Number: 121140399  
SWIFT#: SVBKUS6S

Account Name:  
Metropolitan Nashville Public Schools  
Nashville TN

Account Name:  
Metropolitan Nashville Public Schools  
Nashville TN

Wire EBank Name:  
Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

Wire EBank Name:  
Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

Wire EBank Name:  
Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054



## Reid, Nicole R

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**From:** Changas, Paul  
**Sent:** Thursday, September 14, 2017 9:25 AM  
**To:** Hansen, Laura M;Stovall, Molly;Thomas, John D;White, Michael P;Flowers, Karen;Luken, Beth R  
**Cc:** Zellars, Clarissa R;White, Francis E;Redmond, Bradley;Stacy, Kevin D  
**Subject:** FW: HS PLC Feedback  
**Attachments:** HS Tier State Accountability Feedback-8.31.17.docx

I am forwarding an email from Adrienne Battle that contains the feedback from high school principals gathered during the session we conducted at the last A&S meeting. I greatly appreciate your contribution to this session and I want to thank Kevin and Clarissa for sharing their talented staff members. I thought it was a productive session that will help us plan future PD. Sito Narcisse and the community superintendents have expressed interest in providing similar opportunities for the other tiers through A&S or quadrant meetings.

The attached feedback is in bullet points and does not go into much detail, but please review the attachment and let me know if you would suggest any additions/edits to this document.

Thank you again!

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metro Nashville Public Schools

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**From:** Battle, Adrienne R  
**Sent:** Monday, September 11, 2017 9:34 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** HS PLC Feedback

Hi Paul,

Attached you will find the feedback collected from the high school principals at the last A&S meeting for your review. Please feel free to add, correct, or comment on any of the feedback received with your team. We will be using this document to guide our planning throughout the year.

Thanks,

Dr. Adrienne Battle  
Community Superintendent-Southeast Quadrant  
Serving the Antioch, Cane Ridge and Glenclyff Clusters  
Office of School Improvement and Support  
Office: 615-259-8563  
[adrienne.battle@mnps.org](mailto:adrienne.battle@mnps.org)

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## HS TIER STATE ACCOUNTABILITY FEEDBACK

	Current Reports/ Supports	Best practices	Additional supports
<b>Achievement</b>	<ul style="list-style-type: none"> <li>• Relying currently on own assessments/CFA</li> <li>• Fast Bridge</li> <li>• Data Warehouse- class, school, subgroup =&gt; Assessment Summary by Teacher</li> <li>• TEAM Data of teachers</li> <li>• MAP</li> <li>• ACT</li> <li>• PSAT predictor</li> <li>• Performance Matters</li> <li>• Advanced Academic Achievement info on Datawarehouse</li> <li>• IB, Cambridge, AP assessments</li> <li>• Achieve 3000</li> <li>• Virtual Data card</li> <li>• Practice assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable instruments</li> <li>• Intentional looks at how structures of planning and student work produce better meeting that support learning</li> <li>• Common planning time</li> <li>• Standards Based Grading</li> <li>• Content Recovery to build students up January/March looking at Power Standards</li> <li>• 3Vall- 3Vall Literacy</li> <li>• Quality Tier 1 instruction aligned with instructional focus</li> <li>• Clear definition of achievement and growth</li> <li>• Define rigor in the content area and ensure it is embedded</li> <li>• Classroom culture conditions for learning focus</li> <li>• Students knowing and tracking their data</li> <li>• Multiple feedback loops (APs, IC, Teacher Teams)</li> <li>• Ind. scheduling based on quantitative and qualitative data</li> <li>• Deep (collaborative data dives (large =&gt;drill down to sub groups)</li> <li>• Goal setting</li> <li>• Student led conferences- ownership</li> <li>• Targeted recruitment (IB, H, AP, Cambridge, DE)</li> <li>• Peer-peer teaching</li> <li>• Virtual learning</li> <li>• Data chats (modeled, class level...) after benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>• TN Ready Aligned Assessments NOW and deconstruct standards</li> <li>• Quality Question bank</li> <li>• Streamline DW (see Laura for idea on IFC)</li> <li>• District content level assessments aligned to standards and Scope &amp; Sequence</li> <li>• PowerPoint available with instructions on accessing DW reports/info</li> <li>• Bubble report (with subgroup info) for intervention development</li> <li>• Most used DW usage by reports</li> <li>• Ensure the fidelity of Standards Based Grading</li> <li>• District PD aligned to TEAM Rubric areas</li> </ul>

<b>Growth</b>	<ul style="list-style-type: none"> <li>• MAP (For purchase) 6-12 curriculum can set benchmarks for individual students ( national norms)</li> <li>• In-house common assessment ( scope/ sequence)</li> <li>• State restricted TVAAS Site ( also includes student projection to ACT)</li> <li>• Achieve 3000 for EL Students</li> </ul>	<ul style="list-style-type: none"> <li>• Student data charts for EOC and courses, formative and summative assessments</li> <li>• District purchased item bank and state</li> <li>• Build tool for wall to wall literacy plan</li> <li>• Intentional focus with looking for reading and writing conditions for learning ( specific system)</li> <li>• Closely monitor attendance</li> <li>• Teacher experience taking the ACT to know what the students are being asked to do</li> <li>• Google doc with questions for bell ringers for ACT</li> <li>• Teachers in PLC monitoring</li> <li>• Motivation sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Timely data from the State including expectations common assessments from the district access to quality, aligned question bank for assessment construction</li> <li>• People in specific positions to support. Example: Literacy, Data Warehouse support, reports timely ex: data wall</li> <li>• Bank of more relevant text</li> <li>• Online practice assessment with like questions</li> <li>• Data warehouse reports organized by class</li> <li>• District support for linking ACT projections to data</li> <li>• Need supports for students that don't have value added data</li> </ul>
<b>ELPA</b>	<ul style="list-style-type: none"> <li>• S.I.O.P Training</li> <li>• Data Warehouse - LEP folder</li> <li>• Identification of: <ul style="list-style-type: none"> <li>○ T1 students</li> <li>○ T2 students</li> <li>○ T3 students</li> <li>○ T4 students</li> </ul> </li> <li>• Identify # of years EL students received support <ul style="list-style-type: none"> <li>○ Flag identifying: <ul style="list-style-type: none"> <li>• Proficiency level</li> <li>• Expected Exit Date</li> <li>• 4 years or more</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Co- teaching</li> <li>• Rigorous content</li> <li>• All teachers are aware of the proficiency level of students</li> <li>• Identify T1 and T2 students (T3 and T4 as well)</li> <li>• Content teachers knowing prof levels</li> <li>• Ensuring content area teachers know strategies</li> <li>• AMO meeting (EL Teacher presented to content level teachers)</li> <li>• Students in alt setting <ul style="list-style-type: none"> <li>○ Have home school partner with alt principal</li> </ul> </li> <li>• Identify students who have opted out</li> <li>• School wide training</li> <li>• Use student mentors</li> <li>• Educate students on how they can exit the program</li> </ul>	<ul style="list-style-type: none"> <li>• Strategies to motivate students =&gt; Exit</li> <li>• ACHIEVE 3000</li> <li>• Create District Benchmarks? <ul style="list-style-type: none"> <li>○ WIDA</li> <li>○ 15 to 20 minute questions</li> </ul> </li> <li>• When do students count?</li> <li>• If they miss a portion of the test, how does this impact accountability</li> <li>• Exit vs. Growth</li> <li>• EL Office =&gt; Advocate for graduation</li> <li>• Math class prior to Integrated Math</li> <li>• Non-Traditional schools- where do their scores go? (Home School?)</li> <li>• Parent engagement</li> <li>• What are the options for documented/undocumented students? What would this mean for students/families?</li> <li>• More support when giving the WIDA assessment</li> </ul>

			<ul style="list-style-type: none"> <li>How do we reduce time in program? (6-year impact)</li> <li>Conversations across tier</li> <li>NSA- Strategically advertising magnet programs to EL families</li> </ul>
<b>Non-Academic (Chronic Absenteeism)</b>	<ul style="list-style-type: none"> <li>Tiered approach with protocol (both sides)</li> <li>Monthly meetings with support staff around individual students (S&amp;I/ MTSS)</li> <li>Parent conferences after 5 pm( in group)</li> <li>Academy team meetings</li> <li>Utilizing supportive resources (teacher/ relationship) to intervene</li> <li>Call, text, email students</li> <li>Restriction of privileges (clubs, etc.)</li> <li>Citation</li> <li>Full time social worker who knows the communities</li> <li>Partner led small groups</li> <li>Track membership/ involvement</li> <li>Work with case managers (EE)</li> <li>Root cause analysis</li> <li>3<sup>rd</sup> meal incentive with 2nds (state grant )</li> </ul>	<ul style="list-style-type: none"> <li>Data warehouse</li> <li>IC</li> </ul> <p><u>Needs:</u></p> <ul style="list-style-type: none"> <li>More social work support</li> </ul>	<ul style="list-style-type: none"> <li>Flexible school day (qualify)</li> <li>Change HS start time</li> <li>Add the history for CA to Data Warehouse</li> <li>Alternative for over age/under credit students</li> <li>Hospitalization</li> <li>Religious Holidays</li> <li>MTA Routes (Arrival times)</li> <li>Cluster support community</li> </ul> <p><u>Concerns:</u></p> <ul style="list-style-type: none"> <li>How is it being calculated in IC (by min. not the day) (official day)</li> <li>Enrollment centers commitment level</li> <li>Courts...</li> <li>Students arriving very late (work related)</li> <li>Childcare for students who are parents</li> </ul>
<b>Readiness/Graduation</b>	<ul style="list-style-type: none"> <li>ACT trends</li> <li>EPSO- IB/AP Achievement combination</li> <li>At Risk Indicator Reports</li> <li>-Data Warehouse</li> <li>*Promotion/Retention</li> <li>*DC/IC Annual Participation/Achievement</li> <li>-From AON office =&gt; Schools &amp; Business Partners</li> <li>DE Annual P/A</li> <li>From PS to AA to School to CTE</li> <li>Annual Scholarship report</li> <li>Promotion rates- internal school report</li> </ul>	<ul style="list-style-type: none"> <li>Generate Cohort List <u>NOW</u> <ul style="list-style-type: none"> <li>Divide and categorize- develop plan</li> <li>Find our students</li> <li>Engage and communicate with families</li> <li>IC</li> </ul> </li> <li>Introduce DE/DC options earlier           <ul style="list-style-type: none"> <li>PD for teachers</li> </ul> </li> <li>With Juniors- Create Senior contract</li> <li>Create accountability system at school</li> </ul>	<ul style="list-style-type: none"> <li>More ACT Prep strategies across all content</li> <li>More direct point of contact with state</li> <li>More information on Competency-Based Education</li> <li>ACT Prep resources for Students in the community</li> <li>Better understanding of different diploma trades           <ul style="list-style-type: none"> <li>College Readiness</li> <li>TAB on Data WH</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Non- Academic Data- Infinite Campus</li> <li>• PSAT predictor- College Board</li> <li>• TN Promise report <ul style="list-style-type: none"> <li>○ # applied</li> <li>○ Who applied</li> <li>○ FAFSA complete or not</li> <li>○ To give to students</li> </ul> </li> <li>• ACT Super Score Option <ul style="list-style-type: none"> <li>○ Best result for each sub test</li> </ul> </li> <li>• Credit/Content Recovery flexibility <ul style="list-style-type: none"> <li>○ TN or MNPS restrictions</li> </ul> </li> <li>• Enrollment centers role in helping locate/track students</li> </ul>	<ul style="list-style-type: none"> <li>• Credit/Content recovery before failure while in course</li> <li>• Data cleaning/ Clear understanding</li> <li>• District support (\$) of EPSO opps.</li> <li>• 1<sup>st</sup> month of school, repeat conference with each and every senior</li> <li>• Student access to both AA and CTE</li> </ul>	<ul style="list-style-type: none"> <li>• Matriculation Data</li> <li>• Experimental Learning/ Opportunities</li> <li>• Clear expectations/accountability for graduation counseling/coaching</li> <li>• Definition/Calibration of Quality Instruction</li> <li>• Student Readiness Level Report</li> <li>• ACT lead for the district</li> </ul>
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**Reid, Nicole R**

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**From:** Changas, Paul  
**Sent:** Thursday, September 14, 2017 4:12 PM  
**To:** Burnside-McLaughlin, Christi (MNPS) (Christi.Burnside-McLaughlin@mnps.org)  
**Subject:** Performance Matters Invoice  
**Attachments:** Performance Matters Nashville Inv 97276.pdf

Christi,

Attached is the invoice from Performance Matters. We will pay them the \$387,000 for assessment and analytics, but they have not provided the webinar or professional development listed.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metro Nashville Public Schools





Performance Matters LLC  
8860 East Chaparral Road  
Suite 100  
Scottsdale, AZ 85250  
Phone: (480) 423-0118 x1105

## Invoice

Date 7/1/2017  
Invoice # 97276

PO #	Contract 2-276664-01
Terms	Net 30
Due Date	7/31/2017

**Bill To**

Metropolitan Nashville Public Schools  
2601 Bransford Avenue  
Nashville TN 37204

Description	Quantity	Amount
One-hour Webinar	11	3,575.00
Onsite Training	15	36,000.00
Onsite Certification Training Class	10	43,200.00
Unify Assessment and Analytics - District Wide July 1, 2017 - June 30, 2018	86000	387,000.00
<b>Total Amount Due</b>		<b>469,775.00 \$469,775.00</b>

**Wire and ACH Instructions:**

Account Number: 3300975888  
Routing/ABA Number: 121140399  
SWIFT#: SVBKUS6S

Bank Name: Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

Silicon Valley Bank  
3003 Tasman Drive  
Pasadena CA 95054

## Reid, Nicole R

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**From:** McClarey, Jody  
**Sent:** Wednesday, September 6, 2017 1:19 PM  
**To:** Changas, Paul  
**Subject:** FW: Contact Question

Maryland contacts are below.

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**From:** Alison Levitt [mailto:[alison.levitt@nwea.org](mailto:alison.levitt@nwea.org)]  
**Sent:** Wednesday, September 06, 2017 11:40 AM  
**To:** McClarey, Jody  
**Subject:** RE: Contact Question

Mary in Howard Co, MD would be a great resource to talk to regarding home reports for parents:

Mary R. Levinsohn-Klyap, Ph.D. [Mary\\_Levinsohn-Klyap@hcpss.org](mailto:Mary_Levinsohn-Klyap@hcpss.org)  
Coordinator, Shared Accountability  
Howard County Public School System  
410-313-6978

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**From:** Alison Levitt  
**Sent:** Wednesday, September 06, 2017 12:18 PM  
**To:** McClarey, Jody <[Jody.McClarey@mnps.org](mailto:Jody.McClarey@mnps.org)>  
**Cc:** Alison Levitt <[alison.levitt@nwea.org](mailto:alison.levitt@nwea.org)>  
**Subject:** RE: Contact Question

Here are the contacts:

Montgomery County  
Kara Trenkamp [Kara\\_Trenkamp@mcpsmd.org](mailto:Kara_Trenkamp@mcpsmd.org)

Prince George's County  
Andrew Pruski [andrew.pruski@pgcps.org](mailto:andrew.pruski@pgcps.org)

If you'd like me to do an email introduction, I can do so.

Thanks,  
Alison

---

**From:** McClarey, Jody [mailto:[Jody.McClarey@mnps.org](mailto:Jody.McClarey@mnps.org)]  
**Sent:** Wednesday, September 06, 2017 12:14 PM  
**To:** Alison Levitt <[alison.levitt@nwea.org](mailto:alison.levitt@nwea.org)>  
**Subject:** RE: Contact Question

I think Paul was trying to find out what specifically those districts have done because Dr. Joseph wants it done like those were doing it. That's the conundrum.

---

**From:** Alison Levitt [mailto:[alison.levitt@nwea.org](mailto:alison.levitt@nwea.org)]  
**Sent:** Wednesday, September 06, 2017 10:59 AM  
**To:** McClarey, Jody  
**Subject:** RE: Contact Question

NWEA's recommendation is to send home the Student Profile Report to parents. This report is designed with parents in mind.

Beyond that, I am honestly not entirely sure what these districts use for parent reporting. I do know they both utilize Performance Matters as a data warehouse for disseminating testing information.

Alison

---

**From:** McClarey, Jody [mailto:[Jody.McClarey@mnps.org](mailto:Jody.McClarey@mnps.org)]  
**Sent:** Wednesday, September 06, 2017 11:35 AM  
**To:** Alison Levitt <[alison.levitt@nwea.org](mailto:alison.levitt@nwea.org)>  
**Subject:** RE: Contact Question

I think Paul is trying to get a better understanding of what these districts sent home to parents in terms of MAP reporting. Dr. Joseph has indicated that he wants us to send results home to parents like these two other districts have done.

So, I'm not sure. Do you have any thoughts on how to proceed?

Thanks,  
Jody

---

**From:** Alison Levitt [mailto:[alison.levitt@nwea.org](mailto:alison.levitt@nwea.org)]  
**Sent:** Tuesday, September 05, 2017 4:13 PM  
**To:** McClarey, Jody  
**Cc:** Alison Levitt  
**Subject:** RE: Contact Question

Hey, Jody.

While I absolutely don't mind connecting you to other districts, I am hesitant to do so with these districts because in both cases the main person responsible has left his position. I can give you the name of the new person in charge of MAP for both, but please know they are new to their roles.

How do you feel about that? Do you know what he is trying to learn?

MCPS came on board with MAP several years ago, but they have not done much in the way of PD beyond MAP Admins. They use MAP primarily as a growth measure.

PGCPS came on board district-wide for Reading only last year after participating in a pilot the previous year. They have participated in some PD (about the same as MNPS) but are just getting started using MAP data.

If you don't mind what I stated above, I would be happy to make an email introduction for Paul.

Thanks,  
Alison

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**From:** McClarey, Jody [<mailto:Jody.McClarey@mnps.org>]

**Sent:** Tuesday, September 05, 2017 4:27 PM

**To:** Alison Levitt <[alison.levitt@nwea.org](mailto:alison.levitt@nwea.org)>

**Subject:** Contact Question

Hey Alison,

Paul would like to reach out to the people responsible for MAP implementation in Prince George's County and Montgomery County in MD. Could you put us in touch with those people?

Thanks,

Jody

Jody McClarey

*Coordinator of District Assessments*

*Department of Research, Assessment, and Evaluation*

*2601 Bransford Avenue*

*Nashville, TN 37204*

*(615) 259-8436*

**Reid, Nicole R**

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**From:** Changas, Paul  
**Sent:** Thursday, September 7, 2017 4:55 PM  
**To:** High, Chad O  
**Subject:** RE: questions

The residents of Copperfield subdivision are all too elderly to have school-age children. But should others ask, the intent is to have test items in Performance Matters (PM) that will allow teachers to construct formative assessments that approximate TNReady. It allows for the use of technology enhanced items that were not available in SchoolNet, and items should be aligned to Tennessee standards. I have seen the assessment and reporting platform, but I have not actually seen the item bank, as the selection process was overseen by C&I. The upcoming PD opportunities are designed for school representatives to learn how to construct tests aligned to state standards, and – if they so choose – to construct their own items.

It is my understanding that assessments can indeed be printed and that the technology allows for answer sheets to be scanned and then scored and reported through PM. Someone smarter than me will have to explain this process, however.

We have a conference call with PM on Monday and hopefully we can begin scheduling PD dates after that call. We will communicate with schools as soon as we have more details. The item bank is currently being loaded into PM, but we should be able to begin training later this month.

Paul

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**From:** High, Chad O  
**Sent:** Thursday, September 7, 2017 4:25 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** questions

Hi Paul,

The residents of the Copperfield subdivision had some questions about Performance Matters. I don't know much about it.

1. Will the assessments mirror TNReady?
2. Can we print off the assessments to administer?
3. Any other helpful hints?

Thanks Paul!

**GRANBERY**  
*elementary*

**Chad High, Principal**  
5501 Hill Rd.  
Brentwood, TN 37027  
615-333-5112

**Reid, Nicole R**

**From:** Ford, John Henry  
**Sent:** Wednesday, October 4, 2017 7:07 PM  
**To:** Changas, Paul;Henson, Chris M;Gregory, Glenda M;Burnside-McLaughlin, Christi L  
**Cc:** Booker, Barry;Carlisle, Jana L  
**Subject:** RE: 2170 Research and Assessment FY2017

Greetings,

I am not aware of any errors in the amount shown paid to ACT. Christi, would you please clarify?

Also, unless I am looking at this wrong, it looks like only \$354,622.00 was paid to ACT from Dr. Changas' account for FY17.

G/L Date	Address Number	Explanation	LT 1 Amount	LT 1 Debit	P C	LT 1 Credit	Sub Type	Purchase Order	St le
09/02/2016	430930	ACT INC (ACH)	551.00	551.00	P			00397136	
09/02/2016	430930	ACT INC (ACH)	8.00	8.00	P			00397136	
09/22/2016	430930	ACT INC (ACH)	120,000.00	120,000.00	P			00388689	
09/27/2016	430930	ACT INC (ACH)	33,813.00	33,813.00	P				
01/12/2017	430930	ACT INC (ACH)	250.00	250.00	P			00404358	
03/02/2017	430930	ACT INC (ACH)	237.00	237.00	P			00409186	
06/20/2017	430930	ACT INC (ACH)	199,763.00	199,763.00	P			00409186	
		Column Total	354,622.00	354,622.00					
		Ledger Total	354,622.00	354,622.00					

**From:** Changas, Paul  
**Sent:** Saturday, September 30, 2017 11:33 PM  
**To:** Henson, Chris M <Chris.Henson@mnps.org>; Gregory, Glenda M <Glenda.Gregory@mnps.org>  
**Cc:** Booker, Barry <Barry.Booker@mnps.org>; Carlisle, Jana L <Jana.Carlisle@mnps.org>; Ford, John Henry <John.Ford@mnps.org>; Burnside-McLaughlin, Christi L <Christi.Burnside-McLaughlin@mnps.org>  
**Subject:** RE: 2170 Research and Assessment FY2017

I have copied Mr. Ford and my administrative assistant, Christi. Christi has recently been in communication with Mr. Ford recently about an apparent error in the amount shown paid to ACT. We believe that certain payments were listed twice in our system and that we actually paid significantly less than the \$533,600 indicated. Christi has contacted ACT to request a breakdown of the actual payment.

Paul

**From:** Changas, Paul  
**Sent:** Wednesday, September 27, 2017 2:07 PM  
**To:** Henson, Chris M <Chris.Henson@mnps.org>; Gregory, Glenda M <Glenda.Gregory@mnps.org>  
**Cc:** Booker, Barry <Barry.Booker@mnps.org>; Carlisle, Jana L <Jana.Carlisle@mnps.org>  
**Subject:** RE: 2170 Research and Assessment FY2017

I was directed to add two assessment platforms into my budget last school year – NWEA Measures of Academic Progress (MAP) and Performance Matters' Unify platform – that were not budgeted prior to the school year. These were items that Dr. Joseph requested and combined account for more than the amount that I went over budget. I was able to

reduce my budget to accommodate only a small portion of this cost as well as cover part of the additional cost of ACT that was due to the state making a mid-year policy change that allowed students to take the test multiple times at state/district expense. As you know, we only get partially reimbursed for ACT through the BEP.

The cost for ACT is higher than expected and may reflect late billing from the prior school year for reimbursement for students that received vouchers late in the 2015-16 school year. Vouchers are issued through school counselors but payment comes from my budget. I will need to look deeper into this as well as the support salary issue. However, I was told that the district would find funds to cover the MAP assessment for 2016-17 and Jana may want to weigh in here.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metro Nashville Public Schools

**From:** Henson, Chris M  
**Sent:** Wednesday, September 27, 2017 1:16 PM  
**To:** Gregory, Glenda M <Glenda.Gregory@mnps.org>; Changas, Paul <Paul.Changas@mnps.org>  
**Cc:** Booker, Barry <Barry.Booker@mnps.org>; Carlisle, Jana L <Jana.Carlisle@mnps.org>  
**Subject:** RE: 2170 Research and Assessment FY2017

Also, why did the Support Salary line (2) go over budget?

**From:** Gregory, Glenda M  
**Sent:** Wednesday, September 27, 2017 12:59 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Cc:** Booker, Barry <Barry.Booker@mnps.org>; Henson, Chris M <Chris.Henson@mnps.org>; Carlisle, Jana L <Jana.Carlisle@mnps.org>  
**Subject:** 2170 Research and Assessment FY2017

I noticed 2170 Research and Assessment went over budget in FY2017 by \$458,677. The main line accounts that created the overage is 4-Supplies and 9-Contracted Services. Looking at the detail in 4-Supplies you spent \$533,600 to ACT. In the 9-Contracted Service, the two big ticket items are PO# 405165 Fastbridge for RTI and PO# 425173 to NWEA for MAP.

Do you know if you adjusted your spending to accommodate the FY2018 budget?

Function #	Function Name	FY2017 Budget	FY2017 Actual	Dollars (Over) /Under
2170	RESEARCH, ASSESSMENT, AND EVALUATION	2,416,900	2,875,577	\$ (458,677)

Sub	FY2017 Budget Amount	FY2017 Actual	Variance Balance
0 Total	\$ 206,500.00	\$ 205,841.72	\$ 658.28
1 Total	81,400.00	52,494.27	28,905.73
2 Total	704,900.00	772,508.33	(67,608.33)
3 Total	21,800.00	-	21,800.00



<b>4 Total</b>	461,200.00	589,018.09	(127,818.09)
<b>5 Total</b>	10,000.00	7,625.12	2,374.88
<b>6 Total</b>	283,800.00	315,577.31	(31,777.31)
<b>8 Total</b>	10,000.00	4,829.00	5,171.00
<b>9 Total</b>	637,300.00	927,683.37	(290,383.37)
<b>Grand Total</b>	<b>\$ 2,416,900.00</b>	<b>\$ 2,875,577.21</b>	<b>\$ (458,677.21)</b>

<b>Account Description</b>	<b>FY2018 Budget Amount</b>
<b>0 Total</b>	212,700.00
<b>1 Total</b>	85,300.00
<b>2 Total</b>	742,200.00
<b>3 Total</b>	21,800.00
<b>4 Total</b>	161,100.00
<b>5 Total</b>	10,000.00
<b>6 Total</b>	294,500.00
<b>8 Total</b>	10,000.00
<b>9 Total</b>	1,895,200.00
<b>Grand Total</b>	<b>3,432,800.00</b>

## Reid, Nicole R

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**From:** Joseph, Shawn  
**Sent:** Sunday, October 15, 2017 7:57 PM  
**To:** Bryant, Melissa  
**Cc:** Carlisle, Jana L; Changas, Paul; Narcisse, Sito J  
**Subject:** Re: Executive Briefing Request-Performance Matters

Hi Melissa,

Let's discuss this. I'd like to understand our plan of rolling out support to schools on this. I need to speak with Paul to see if a meeting is needed with Performance Matters.

Shawn

---

**From:** Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)>  
**Sent:** Wednesday, October 4, 2017 4:14 PM  
**To:** Bryant, Melissa  
**Cc:** Joseph, Shawn  
**Subject:** Re: Executive Briefing Request-Performance Matters

Good afternoon Melissa,

Just wanted to follow up on the previous email. I will follow up with a phone call as well.

Thanks,

Rocky

On Mon, Oct 2, 2017 at 8:46 PM, Roderick Sams <[roderick.sams@performancematters.com](mailto:roderick.sams@performancematters.com)> wrote:  
Good evening Melissa,

I hope all is well with you. I spoke to Dr. Joseph last week at CUBE, and we discussed the scheduling of an Executive Briefing this month. In looking at calendars for the Performance Matters team, the following dates work well:

- October 13 (morning only)
- October 16\*
- October 25
- October 26

\* *best date*

Please let me know which date works best and the time. I'm thinking to set aside at least 90 minutes for the meeting. And I will follow up this email with a telephone call tomorrow to confirm.

Thanks in advance,

Rocky

--

**Roderick Sams, Ed.D.**

Director, Education Solutions

(770) 283-4145

**performance  
matters** 

Accelerate Student and Educator Growth

[www.performancematters.com](http://www.performancematters.com)

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**Roderick Sams, Ed.D.**

Director, Education Solutions

(770) 283-4145

**performance  
matters** 

Accelerate Student and Educator Growth

[www.performancematters.com](http://www.performancematters.com)

## Reid, Nicole R

---

**From:** Black, Shannon  
**Sent:** Friday, October 20, 2017 8:49 AM  
**To:** Chagas, Paul  
**Subject:** FW: Evaluation???? Module in True North Logic

Hey Paul,  
This has surfaced again...  
Shannon

**From:** Carlene Kirkpatrick [mailto:carlene.kirkpatrick@performancematters.com]  
**Sent:** Friday, October 20, 2017 7:55 AM  
**To:** Black, Shannon <Shannon.Black@mnps.org>  
**Cc:** Enterline, Katherine <Katherine.Enterline@mnps.org>; Wade, Kelly S <Kelly.Wade@mnps.org>; Vinson, Sarah B <Sarah.Vinson@mnps.org>  
**Subject:** Re: Evaluation???? Module in True North Logic

Hi Shannon,

That is great news! We are excited to have an initial conversation about the timeline for the rollout of the evaluation module in our system. I am available next Tuesday at 1:00 CST. I will send an calendar invite for us to connect briefly. If this doesn't work, just let me know and I can be flexible to meet at another time.

Looking forward to meeting you soon!

On Wed, Oct 18, 2017 at 1:34 PM, Black, Shannon <[Shannon.Black@mnps.org](mailto:Shannon.Black@mnps.org)> wrote:

Hi,

The next few weeks are very busy for me. I do have some time the afternoon of Tuesday October 24<sup>th</sup>. Let me know if that might work.

Shannon

---

**From:** Enterline, Katherine  
**Sent:** Wednesday, October 18, 2017 12:16 PM  
**To:** Black, Shannon <[Shannon.Black@mnps.org](mailto:Shannon.Black@mnps.org)>; Carlene Kirkpatrick <[carlene.kirkpatrick@performancematters.com](mailto:carlene.kirkpatrick@performancematters.com)>  
**Cc:** Wade, Kelly S <[Kelly.Wade@mnps.org](mailto:Kelly.Wade@mnps.org)>; Vinson, Sarah B <[Sarah.Vinson@mnps.org](mailto:Sarah.Vinson@mnps.org)>  
**Subject:** Evaluation???? Module in True North Logic

Hey Shannon and Carlene!

This email serves to connect the two of you related to a function, that **\*\*I believe\*\*** that we have already purchased related to evaluation in Performance Matters/True North Logic.

Carlene needs an MNPS contact related to this.

Shannon- teacher evaluation and development is in your domain.

Perhaps we can schedule a call for Carlene to discover with you who the best contact for this part of the product might be.

Thank you,

Katy Enterline Miller

Manager – Instructional Applications

Information & Technology Services

Metro Nashville Public Schools

615.259.8426

--  
**Carlene Kirkpatrick**  
Director of Project Management  
**performance  
matters**   
Accelerate Student and Educator Growth  
801-875-1142  
[www.performancematters.com](http://www.performancematters.com)

**Reid, Nicole R**

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**From:** Wade, Kelly S  
**Sent:** Friday, October 20, 2017 10:09 AM  
**To:** Chagas, Paul  
**Cc:** Appenfeller, Gary; Gossage, Jeff L; Black, Shannon  
**Subject:** Re: Performance Matters

Shannon, Katy and I were asked to do a conference call with them to discuss a "plan". So, guess we need to tell them that there will be no plan.

Kelly S. Wade  
MNPS Technology and Information Services

On Oct 20, 2017, at 10:02 AM, Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)> wrote:

Gary is correct, we have not purchased the Evaluation module. And I am also not aware of any plan to purchase/implement this module in the near future.

Paul

---

**From:** Wade, Kelly S  
**Sent:** Friday, October 20, 2017 9:31 AM  
**To:** Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>  
**Cc:** Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>; Gossage, Jeff L <[Jeff.Gossage@mnps.org](mailto:Jeff.Gossage@mnps.org)>  
**Subject:** Re: Performance Matters

Okay, that's what I thought. The PD portion is paid from Doug Renfro's budget and he has only paid that.

Kelly S. Wade  
MNPS Technology and Information Services

On Oct 20, 2017, at 9:26 AM, Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)> wrote:

You are exactly correct. The contract makes available to us (if we choose it) the evaluation piece, but we have not elected to use that part and have not paid for it (that I'm aware of).

Regards,

Gary Appenfeller  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8532 office  
[REDACTED] mobile  
[Gary.appenfeller@mnps.org](mailto:Gary.appenfeller@mnps.org)

---

**From:** Wade, Kelly S  
**Sent:** Friday, October 20, 2017 9:04 AM  
**To:** Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>  
**Subject:** Performance Matters

Gary,  
The project manager from Performance Matters (really True North Logic) has contacted us wanting to put together a project plan for their evaluation system. We thought he did not pay for that?

Thanks,  
Kelly

Kelly S. Wade  
MNPS Technology and Information Services



**Reid, Nicole R**

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**From:** Luther, Brent  
**Sent:** Friday, October 27, 2017 9:19 AM  
**To:** Changas, Paul  
**Subject:** RE: Student Progress Monitoring

Thank you Dr. Changas,

Access to the Unify platform as well as any additional resources and/or trainings would be greatly appreciated.

Brent.

**Brent T. Luther**

Mathematics Academic Chair  
East Nashville Magnet School  
110 Gallatin Road  
Nashville, Tennessee 37206  
Office: (615) 262-6947 x.1212  
Fax: (615) 262-6656



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**From:** Changas, Paul  
**Sent:** Friday, October 27, 2017 8:29 AM  
**To:** Luther, Brent <Brent.Luther@mnps.org>  
**Subject:** RE: Student Progress Monitoring

Brent,

The Performance Matters Unify platform is indeed up and running. We conducted trainings the week prior to Fall break and all but a few schools attended, but it appears that East did not have a representative. The communication about trainings was sent to principals and there was not a lot of lead time before trainings began. I will work with Performance Matters to schedule additional trainings soon and let you know when those are set. I can ask our IT department to get you access to the site, but I am not sure how useful it will be without training. We are still get used to the site but I may have a member of our team who is comfortable providing initial training.

Paul

---

**From:** Luther, Brent  
**Sent:** Tuesday, October 24, 2017 12:25 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** RE: Student Progress Monitoring

Greetings Dr. Changas,

I am following up to see if the new assessment program is available and if so, how to access it.

Thank you,

**Brent T. Luther**

Mathematics Academic Chair  
East Nashville Magnet School  
110 Gallatin Road  
Nashville, Tennessee 37206  
Office: (615) 262-6947 x.1212  
Fax: (615) 262-6656



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**From:** Changas, Paul

**Sent:** Monday, July 10, 2017 4:49 PM

**To:** Luther, Brent <[Brent.Luther@mnps.org](mailto:Brent.Luther@mnps.org)>

**Cc:** Ball, Steve <[Steve.Ball@mnps.org](mailto:Steve.Ball@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>; Williams, David S <[David.Williams2@mnps.org](mailto:David.Williams2@mnps.org)>; Enterline, Katherine <[Katherine.Enterline@mnps.org](mailto:Katherine.Enterline@mnps.org)>

**Subject:** RE: Student Progress Monitoring

Mr. Luther,

We are indeed implementing Performance Matters as our formative assessment platform this year. The district is in the process of acquiring a new item bank to go with that platform. I am not sure when that item bank will be available and I have copied David Williams, Executive Director of Instruction, who is overseeing that acquisition. It is my understanding that our previous item bank (which was available in SchoolNet) is currently available in Performance Matters, but we would not want to construct assessments with the old bank if it is only available for a short time. I have also copied Katy Enterline, Instructional Applications Manager, who has a key role in this implementation.

I will try to provide an update soon regarding a time table for the availability of the assessment platform.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metropolitan Nashville Public Schools  
Office: 615-259-8430

Strengths: Individualization – Analytical – Learner – Relator – Responsibility

---

**From:** Luther, Brent

**Sent:** Wednesday, July 05, 2017 11:11 AM

**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>

**Cc:** Ball, Steve <[Steve.Ball@mnps.org](mailto:Steve.Ball@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>

**Subject:** RE: Student Progress Monitoring

Dr. Changas,

I am interested in utilizing the performance matters platform in our math department at East. Are you aware of the lead of this project or how we can obtain access?

**Brent T. Luther**

Mathematics Academic Chair  
East Nashville Magnet School  
110 Gallatin Road  
Nashville, Tennessee 37206  
Office: (615) 262-6947 x.1212  
Fax: (615) 262-6656



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**From:** Renfro, Douglas  
**Sent:** Monday, July 3, 2017 11:47 AM  
**To:** Ball, Steve <[Steve.Ball@mnps.org](mailto:Steve.Ball@mnps.org)>  
**Cc:** Luther, Brent <[Brent.Luther@mnps.org](mailto:Brent.Luther@mnps.org)>; Chagas, Paul <[Paul.Chagas@mnps.org](mailto:Paul.Chagas@mnps.org)>  
**Subject:** Re: Student Progress Monitoring

Steve and Brent,

After asking around the understanding is that the new performance matters platform that has been used in limited implementation this year will serve that purpose. That platform will be managed by the Research and Evaluation department. I do not yet know who the lead over the project is, but I am copying in Dr. Chagas as a starting point.

Doug Renfro  
[douglas.renfro@mnps.org](mailto:douglas.renfro@mnps.org)  
Executive Director of Learning Technology and Library Services,  
Gallup-Certified Strengths Coach, CETL  
Office: 615-298-8456 Ext: 2404  
Cell: [REDACTED]  
Twitter: @dsrenfro

*Consistency/Responsibility/Restorative/Harmony/Input*

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**From:** Ball, Steve  
**Sent:** Tuesday, June 27, 2017 2:18:51 PM  
**To:** Renfro, Douglas  
**Cc:** Luther, Brent  
**Subject:** FW: Student Progress Monitoring

Doug,  
See below. Mr. Luther is our department content lead for mathematics at East. Are you aware of any resources that fit the description of what he is requesting?

I copied him on this email so you could ask him questions directly if necessary.

Steve Ball

---

**From:** Luther, Brent  
**Sent:** Tuesday, June 27, 2017 2:13 PM  
**To:** Ball, Steve <[Steve.Ball@mnps.org](mailto:Steve.Ball@mnps.org)>  
**Subject:** Student Progress Monitoring

I am interested in utilizing a software or a cloud based site to regularly monitor student progress in our department for common courses (using our common assessments: quizzes, tests, etc.). I would desire the software to be capable to run individual student as well as holistic reports in-order to identify student deficits and measure growth (numerically and graphically). Our current excel sheets are very limited with their diagnostics and are time consuming to update. This software would also be ideal for our RTI plan.

Can you please check with your connections to see if anyone utilizes or knows of a quality student progress monitoring software?

**Brent T. Luther**  
Mathematics Academic Chair  
East Nashville Magnet School  
110 Gallatin Road  
Nashville, Tennessee 37206  
Office: (615) 262-6947 x.1212  
Fax: (615) 262-6656



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**Reid, Nicole R**

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**From:** Changas, Paul  
**Sent:** Monday, December 4, 2017 12:10 PM  
**To:** Enterline, Katherine  
**Subject:** RE: Performance Matters Meeting

Thank you for going the extra mile.

---

**From:** Enterline, Katherine  
**Sent:** Monday, December 4, 2017 12:09 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** RE: Performance Matters Meeting

Sounds good. I will brush my hair in preparation ☺.

Katy Enterline Miller  
Manager – Instructional Applications  
615.259.8426

---

**From:** Changas, Paul  
**Sent:** Monday, December 4, 2017 12:08 PM  
**To:** Enterline, Katherine <[Katherine.Enterline@mnps.org](mailto:Katherine.Enterline@mnps.org)>  
**Subject:** RE: Performance Matters Meeting

I don't think we need to prepare anything. Rocky set up this meeting and never shared any agenda with me, so all I know is that it is an "executive briefing." I imagine we will touch base on where things are currently and Rocky will likely ask questions about future directions with Unify. I don't know if he will bring up other products, such as their teacher evaluation platform – but I would not be surprised by anything.

Paul

---

**From:** Enterline, Katherine  
**Sent:** Monday, December 4, 2017 11:05 AM  
**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>  
**Subject:** Performance Matters Meeting

I think I'm open during that time. What's the topic of the meeting? Need to prepare to speak to anything?

Katy Enterline Miller  
Manager – Instructional Applications  
Technology & Information Services  
Metro Nashville Public Schools  
615.259.8426

**Reid, Nicole R**

---

**From:** Changas, Paul  
**Sent:** Sunday, December 10, 2017 11:23 PM  
**To:** Black, Shannon  
**Subject:** RE: Request for a call

I certainly do. I am pretty flexible in the afternoon.

I was in the meeting with Rocky and Dr. Joseph. Nothing has changed, but Woody and their CEO wanted to know who to speak to regarding the district's future plans with respect to teacher evaluation. Woody was referred to you and Sharon.

Paul

---

**From:** Black, Shannon  
**Sent:** Sunday, December 10, 2017 8:36 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** FW: Request for a call

Have a few minutes tomorrow afternoon to chat?  
Shannon

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]  
**Sent:** Saturday, December 9, 2017 7:52 AM  
**To:** Black, Shannon <[Shannon.Black@mnps.org](mailto:Shannon.Black@mnps.org)>  
**Subject:** Request for a call

Good morning Shannon,

I hope all is well. We had a great meeting with Dr. Joseph and the team earlier this week. Afterwards, he suggested I follow up with you. Any time on your Monday schedule to give you a call? Let me know and I'll plan accordingly.

Thanks,

Rocky

Dr. Roderick Sams  
Director, Education Solutions  
Performance Matters  
(770) 283-4145

**Reid, Nicole R**

---

**From:** Changas, Paul  
**Sent:** Monday, December 11, 2017 3:22 PM  
**To:** Black, Shannon  
**Subject:** RE: Request for a call

I am in the office. Feel free to call (85-8425) or come by any time.

Paul

---

**From:** Black, Shannon  
**Sent:** Sunday, December 10, 2017 8:36 PM  
**To:** Changas, Paul <Paul.Changas@mnps.org>  
**Subject:** FW: Request for a call

Have a few minutes tomorrow afternoon to chat?  
Shannon

**From:** Roderick Sams [<mailto:roderick.sams@performancematters.com>]  
**Sent:** Saturday, December 9, 2017 7:52 AM  
**To:** Black, Shannon <[Shannon.Black@mnps.org](mailto:Shannon.Black@mnps.org)>  
**Subject:** Request for a call

Good morning Shannon,

I hope all is well. We had a great meeting with Dr. Joseph and the team earlier this week. Afterwards, he suggested I follow up with you. Any time on your Monday schedule to give you a call? Let me know and I'll plan accordingly.

Thanks,

Rocky

Dr. Roderick Sams  
Director, Education Solutions  
Performance Matters  
(770) 283-4145



**Reid, Nicole R**

---

**From:** Chagas, Paul  
**Sent:** Tuesday, April 3, 2018 4:42 PM  
**To:** Michaud, Michelle; Sevier, David; Gossage, Jeff L; Narcisse, Sito J; Felder, Monique T; Renfro, Douglas; Brown, Olivia H  
**Subject:** RE: EDITS APPROVALS PLEASE

Michelle,

My detailed breakdown follows this paragraph, but thus far we have paid Performance Matters \$407,650 for Unify and accompanying professional development. I anticipate that total will increase to \$422,050 following six days of summer PD we have requested for June. Our contract for that 18-month period shows a cost of \$531,865 (including anticipated PD). Our projected 18-month cost is thus \$109,815 below the contract cost.

Our contract for Unify specified a total amount of \$88,000 for 2016-17 for implementation services (a one-time fee), the assessment platform and analytics. For 2017-18 the contract for the platform and analytics was \$387,000. This does not include professional development, which is listed in the contract at a daily rate which we pay as needed. Over the course of the 30-month contract Performance Matters recommended 11 webinars and 30 on-site training classes, at a total cost of \$94,775 – which would translate to \$56,865 for 18 months. Thus the contract cost for 18 months for all services and PD is \$531,865.

We paid \$20,650 to Performance Matters in 2016-17, which included \$2400 for one day of onsite training. In this 2017-18 school year we have paid \$387,000 to Performance Matters and have requested six days of summer PD in June for \$14,400 (6 x \$2400/day). Thus we have paid a total of \$407,650 thus far to Performance Matters for Unify, but we expect that total to increase to \$422,050 for the 18-month period approved by the Board.

Paul

Paul Chagas  
Executive Director  
Research, Assessment & Evaluation  
Metro Nashville Public Schools

---

**From:** Michaud, Michelle  
**Sent:** Tuesday, April 3, 2018 3:56 PM  
**To:** Sevier, David <David.Sevier@mnps.org>; Gossage, Jeff L <Jeff.Gossage@mnps.org>; Chagas, Paul <Paul.Chagas@mnps.org>; Narcisse, Sito J <Sito.Narcisse@mnps.org>; Felder, Monique T <Monique.Felder@mnps.org>; Renfro, Douglas <Douglas.Renfro@mnps.org>; Brown, Olivia H <olivia.brown@mnps.org>  
**Subject:** EDITS APPROVALS PLEASE  
**Importance:** High

Please, take one last look at our answers. I'll make your changes at 7 a.m. then submit to Dr. Joseph shortly thereafter.

*Warm regards,*

Michelle Michaud

Public Information Officer



2601 Bransford Ave.  
Nashville, TN 37204

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615-259-8497 o  
[@MichMichMNPS](#)  
[MNPS.ORG](#)  
[Facebook](#)

*Strategic Learner Consistency Relator* **Idention**

## Reid, Nicole R

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**From:** Renfro, Douglas  
**Sent:** Thursday, April 5, 2018 10:36 AM  
**To:** Appenfelder, Gary; Gossage, Jeff L; Michaud, Michelle; Narcisse, Sito J; Felder, Monique T; Changas, Paul; Sevier, David; Henson, Chris M  
**Cc:** Brown, Olivia H; Reid, Nicole R  
**Subject:** RE: MEDIA ALERT Contracts Answers  
**Attachments:** EDS\_Communication\_FINAL.pdf

Attached is the copy of the termination of the Schoolnet Educator Development (PD) Module notification.

Doug Renfro  
[douglas.renfro@mnps.org](mailto:douglas.renfro@mnps.org)  
Executive Director of Learning Technology and Library Services,  
Gallup-Certified Strengths Coach, CETL  
Office: 615-298-8456 Ext: 2404  
Cell: [REDACTED]

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---

**From:** Appenfelder, Gary  
**Sent:** Thursday, April 5, 2018 10:29 AM  
**To:** Gossage, Jeff L <[Jeff.Gossage@mnps.org](mailto:Jeff.Gossage@mnps.org)>; Michaud, Michelle <[Michelle.Michaud@mnps.org](mailto:Michelle.Michaud@mnps.org)>; Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Sevier, David <[David.Sevier@mnps.org](mailto:David.Sevier@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>  
**Cc:** Brown, Olivia H <[olivia.brown@mnps.org](mailto:olivia.brown@mnps.org)>; Reid, Nicole R <[Nicole.Reid@mnps.org](mailto:Nicole.Reid@mnps.org)>  
**Subject:** RE: MEDIA ALERT Contracts Answers

Regarding the SchoolNet questions:

Original contract expired 4/30/2017. New contract was approved by Board 3/14/17, was effective from 5/1/17, and terms are month-to-month billing rates roughly equivalent to the original contract rates.

Pearson notified MNPS prior to the original contract expiration that support services for SchoolNet would be discontinued 6/30/17. In negotiations for the follow on contract, Pearson agreed to continue to provide support services until 6/30/18 (if needed). Verbally, Pearson further agreed to discuss service support continuance beyond that point, if desired.

Regards,

Gary Appenfelder  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-8532 office  
[REDACTED] mobile  
[Gary.appenfelder@mnps.org](mailto:Gary.appenfelder@mnps.org)

## Reid, Nicole R

---

**From:** Felder, Monique T  
**Sent:** Thursday, April 5, 2018 3:16 PM  
**To:** Michaud, Michelle; Narcisse, Sito J; Changas, Paul; Sevier, David; Renfro, Douglas; Henson, Chris M; Appenfelder, Gary; Gossage, Jeff L  
**Cc:** Brown, Olivia H; Reid, Nicole R  
**Subject:** RE: MEDIA ALERT Contracts Answers

Monique T. Felder, Ph.D.  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office: 615-259-8690

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---

**From:** Felder, Monique T  
**Sent:** Thursday, April 5, 2018 3:09 PM  
**To:** Michaud, Michelle <Michelle.Michaud@mnps.org>; Narcisse, Sito J <Sito.Narcisse@mnps.org>; Changas, Paul <Paul.Changas@mnps.org>; Sevier, David <David.Sevier@mnps.org>; Renfro, Douglas <Douglas.Renfro@mnps.org>; Henson, Chris M <Chris.Henson@mnps.org>; Appenfelder, Gary <Gary.Appenfelder@mnps.org>; Gossage, Jeff L <Jeff.Gossage@mnps.org>  
**Cc:** Brown, Olivia H <olivia.brown@mnps.org>; Reid, Nicole R <Nicole.Reid@mnps.org>  
**Subject:** RE: MEDIA ALERT Contracts Answers

Greetings,

I understand clarity is still needed with regards to Bruce Taylor's contracts. I just consulted with Federal Programs again and was provided with the following:

- Presented at a Summer 2016 A&S meeting and was compensated 4,633K.
- 2016-2017 contract was for his support with 3 schools for a max of 25K. He invoiced and was paid 20K.
- 2017-2018 contract is for 16K per school not to exceed a max of 80K in total for all schools. Bruce is currently only working with 2 schools still at a maximum of 16K each or 1,333K per month. To date/ through March, he has invoiced and has been paid \$30,662.41.

	Schools	Budgeted	Expensed to Date
FY17	Cumberland Elementary School, Gra Mar Middle School and Whites Creek High School	\$25,000	\$20,000
FY18	I. T. Creswell Middle Schools, Cumberland Elementary Services, Gra Mar Middle School, Stratford STEM – lower campus, Whites Creek High School	\$46,666	\$30,662.41

<b>TOTAL Expensed to Date (March 2018)</b>	<b>\$50,662.41</b>
--	--------------------

Attached are Mr. Taylor's contracts for 16-17 and 17-18 as well as the spreadsheet Federal Programs uses to track invoices for 16-17 and 17-18.

Best,  
Monique  
*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office:615-259-8690

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---

**From:** Felder, Monique T

**Sent:** Thursday, April 5, 2018 10:15 AM

**To:** Michaud, Michelle <[Michelle.Michaud@mnps.org](mailto:Michelle.Michaud@mnps.org)>; Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Sevier, David <[David.Sevier@mnps.org](mailto:David.Sevier@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>; Appenfeller, Gary <[Gary.Appenfeller@mnps.org](mailto:Gary.Appenfeller@mnps.org)>; Gossage, Jeff L <[Jeff.Gossage@mnps.org](mailto:Jeff.Gossage@mnps.org)>

**Cc:** Brown, Olivia H <[olivia.brown@mnps.org](mailto:olivia.brown@mnps.org)>; Reid, Nicole R <[Nicole.Reid@mnps.org](mailto:Nicole.Reid@mnps.org)>

**Subject:** RE: MEDIA ALERT Contracts Answers

Greetings,

Attached is Bruce Taylor's resume. He is also the author of *Common Sense Common Core* which can be found on Amazon. Additionally, last year, Bruce was compensated 25k for working with 4 schools all year. Last year and this year's compensation (I don't recall the exact amount) will equal less than 100K in the aggregate. Federal programs can provide the exact amount of his compensation as he is compensated out of Title 1 set aside to work with schools in the bottom 10%. Please let me know if you need that figure. Thanks!

Best,  
Monique

*Monique T. Felder, Ph.D.*  
Chief Academic Officer  
Metro Nashville Public Schools  
2601 Bransford Avenue  
Nashville, TN 37204  
[Monique.Felder@MNPS.org](mailto:Monique.Felder@MNPS.org)  
Office:615-259-8690

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"We can, whenever and wherever we choose, successfully teach all children whose schooling is of interest to us. We already know more than we need to do that." ~ Ronald Edmonds

---

**From:** Michaud, Michelle

**Sent:** Thursday, April 5, 2018 10:02 AM

**To:** Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Sevier, David <[David.Sevier@mnps.org](mailto:David.Sevier@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>;

Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>; Appenfelter, Gary <[Gary.Appenfelter@mnps.org](mailto:Gary.Appenfelter@mnps.org)>; Gossage, Jeff L <[Jeff.Gossage@mnps.org](mailto:Jeff.Gossage@mnps.org)>

**Cc:** Brown, Olivia H <[olivia.brown@mnps.org](mailto:olivia.brown@mnps.org)>; Reid, Nicole R <[Nicole.Reid@mnps.org](mailto:Nicole.Reid@mnps.org)>

**Subject:** RE: MEDIA ALERT Contracts Answers

Thank you, again, Jeff. You rock

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---

**From:** Gossage, Jeff L

**Sent:** Thursday, April 5, 2018 9:59:38 AM

**To:** Michaud, Michelle; Narcisse, Sito J; Felder, Monique T; Changas, Paul; Sevier, David; Renfro, Douglas; Henson, Chris M; Appenfelter, Gary

**Cc:** Brown, Olivia H; Reid, Nicole R

**Subject:** RE: MEDIA ALERT Contracts Answers

To All,

Answers are in blue following each of Phil's questions.

---

Jeff L. Gossage C.P.M.

Director of Procurement

Metropolitan Nashville Public Schools

2601 Bransford Ave., Nashville, TN 37204

ph. 615-259-8533 | e-mail [jeff.gossage@mnps.org](mailto:jeff.gossage@mnps.org)



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---

**From:** Michaud, Michelle

**Sent:** Thursday, April 5, 2018 7:46 AM

**To:** Narcisse, Sito J <[Sito.Narcisse@mnps.org](mailto:Sito.Narcisse@mnps.org)>; Felder, Monique T <[Monique.Felder@mnps.org](mailto:Monique.Felder@mnps.org)>; Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Gossage, Jeff L <[Jeff.Gossage@mnps.org](mailto:Jeff.Gossage@mnps.org)>; Sevier, David <[David.Sevier@mnps.org](mailto:David.Sevier@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>; Henson, Chris M <[Chris.Henson@mnps.org](mailto:Chris.Henson@mnps.org)>

**Cc:** Brown, Olivia H <[olivia.brown@mnps.org](mailto:olivia.brown@mnps.org)>; Reid, Nicole R <[Nicole.Reid@mnps.org](mailto:Nicole.Reid@mnps.org)>; Michaud, Michelle <[Michelle.Michaud@mnps.org](mailto:Michelle.Michaud@mnps.org)>

**Subject:** MEDIA ALERT Contracts Answers

**Importance:** High

Good morning everyone,

Please see below follow up questions from Phil. He alerted me at this morning at 6:30 a.m. his story runs TONIGHT.

Please reply to all with your answers to these questions. We are on a tight deadline, I'm sorry, but we'll need these no later than 10 a.m.

*Warm regards,*

Michelle Michaud

Public Information Officer



2601 Bransford Ave.  
Nashville, TN 37204

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615-259-8497 o  
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[MNPS.ORG](http://MNPS.ORG)  
[Facebook](#)

*Strategic Learner Consistency Relator Ideation*

---

**From:** Williams, Phil [<mailto:phil.williams@newschannel5.com>]  
**Sent:** Wednesday, April 4, 2018 11:43 AM  
**To:** Michaud, Michelle <[Michelle.Michaud@mnps.org](mailto:Michelle.Michaud@mnps.org)>  
**Cc:** Brown, Olivia H <[olivia.brown@mnps.org](mailto:olivia.brown@mnps.org)>; Reid, Nicole R <[Nicole.Reid@mnps.org](mailto:Nicole.Reid@mnps.org)>  
**Subject:** RE: Contracts Answers

Michelle,

A few follow-ups:

- 1) On RBT, I am not clear about what you mean about "two scopes of work." There are three POs for a total of \$107,000 – above the 100k threshold. Why was this not presented for Board approval?  
One PO is for the two consultants, it was for \$12,000. The other two were for Professional Development. Two different scopes of work.
- 2) On Performance Matters, what authority does the administration have to draw up contracts for longer terms and higher compensation amounts than those approved by the Board? When did Pearson's SchoolNet contract expire? When was SchoolNet being discontinued? (There is no mention on the Pearson website about SchoolNet being discontinued.) What was the yearly cost of SchoolNet?  
So, there are several questions here. The Contract length should have been 18 months as approved by the BOE. The expenditures are aligned with that BOE approval. If there is a desire to run this for the 30 months as the contract listed, we would have to go before the BOE for approval. If not needed or if disapproved, there is a termination clause.

As for the School Net issue, I'll have to research and that cannot be provided by 10:00.

- 3) According to the Board agenda for August 8, 2017, Systems Integrations (A+) was the winning recipient of an RFP for academic recovery. How could they win an RFP one month, then lose the business the next month? (I assume Edgenuity competed for that contract.) If A+ was such an inferior product, how did it win the RFP? Systems Integration (A+) did not lose a contract after one month, we own that product. The solutions are for subject credit recovery and there are many different subjects. The Edgenuity was a

supplemental product to fill in where there were weaknesses in the A+ solution. I believe those weaknesses were Spanish and NAS(?).

- 4) How does MNPS go from \$304,289 in UPRs in 2015-16 to \$2.3 million in one year? By definition, UPRs reflect situations where purchasing procedures were not followed. What's the problem?  
2015 was the initial year of self-reporting. The very nature of continuous improvement practices such as the use of UPRs is a deeper and more intentional dive into practices. You cannot improve what you don't measure.
- 5) The Board approved four contracts for the Institute for Learning. Only two are filed with the Metro Clerk. Where are the other two (for \$346,747.50 and \$641,410)?  
Again, one of those is an IDIQ. The "not to exceed" value is not present. We would need to see more that these two numbers to understand the question.

In addition, I now have copies of two contracts totaling \$105,000 (\$80,000 and \$25,000) for former actor Bruce D. Taylor from Maryland to "analyze test results and recommend specific academic areas for intervention in order to improve ACT test results." Why was Board approval not sought? What educational or other qualifications does Mr. Taylor have for improving ACT test results?

Contracts

- o 2-265207-00 Contract for \$24,000 Expired 6/30/17. It was approved by the BOE 3/16/17
- o 2-265207-01 Contract for \$80,000 Expires 6/30/18. It was approved by the BOE 8/1/18

Thanks,

Phil

---

**From:** Michaud, Michelle [<mailto:Michelle.Michaud@mnps.org>]

**Sent:** Wednesday, April 4, 2018 9:22 AM

**To:** Williams, Phil <[phil.williams@newschannel5.com](mailto:phil.williams@newschannel5.com)>

**Cc:** Brown, Olivia H <[olivia.brown@mnps.org](mailto:olivia.brown@mnps.org)>; Reid, Nicole R <[Nicole.Reid@mnps.org](mailto:Nicole.Reid@mnps.org)>; Michaud, Michelle <[Michelle.Michaud@mnps.org](mailto:Michelle.Michaud@mnps.org)>

**Subject:** Contracts Answers

Good Morning Phil,

Thanks for waiting. We wanted to have well researched answers to your questions.

Please see attached. Also, notice I will be sending you separate emails for the POs requested—there are so many, one email would be confusing.

Stay tuned for POs for Hemphill Ed, Sharon Fogler, UPRs, POs for ANet, Edgenuity, Institute for Learning, Scholastic and finally RBT.

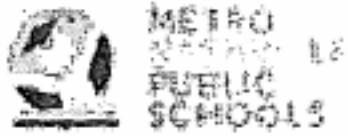
If I've somehow missed anything, please circle back.

*Warm regards,*




Michelle Michaud

Public Information Officer



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Nashville, TN 37204

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**Reid, Nicole R**

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**Sent:** Monday, April 16, 2018 4:49 PM  
**To:** Michaud, Michelle  
**Cc:** Brown, Olivia H  
**Subject:** Re: Questions about Performance Matters

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**Reid, Nicole R**

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**From:** Michaud, Michelle  
**Sent:** Tuesday, April 17, 2018 2:31 PM  
**To:** Renfro, Douglas;Changas, Paul;Black, Shannon  
**Cc:** Brown, Olivia H  
**Subject:** RE: Questions about Performance Matters

Thank you, Doug. We'll wait for Shannon to weigh in.

*Warm regards,*

Michelle Michaud

Public Information Officer



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**Sent:** Tuesday, April 17, 2018 2:15 PM  
**To:** Michaud, Michelle <Michelle.Michaud@mnps.org>; Changas, Paul <Paul.Changas@mnps.org>; Black, Shannon <Shannon.Black@mnps.org>  
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**Reid, Nicole R**

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**From:** Black, Shannon  
**Sent:** Tuesday, April 17, 2018 2:46 PM  
**To:** Michaud, Michelle; Renfro, Douglas; Chagas, Paul  
**Cc:** Brown, Olivia H  
**Subject:** Re: Questions about Performance Matters

Good afternoon-

We don't use Performance Matters for evaluations of certificated staff.

Shannon

Shannon Black  
Executive Director, Talent Management  
Human Resources and Organizational Development  
Metro Nashville Public Schools

---

**From:** Michaud, Michelle  
**Sent:** Tuesday, April 17, 2018 2:30:30 PM  
**To:** Renfro, Douglas; Chagas, Paul; Black, Shannon  
**Cc:** Brown, Olivia H  
**Subject:** RE: Questions about Performance Matters

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Doug Renfro

[douglas.renfro@mnps.org](mailto:douglas.renfro@mnps.org)

Executive Director of Learning Technology and Library Services,

Gallup-Certified Strengths Coach, CETL

Office: 615-298-8456 Ext: 2404

Cell: [REDACTED]

*Consistency/Responsibility/Restorative/Harmony/Input*

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**From:** Michaud, Michelle

**Sent:** Tuesday, April 17, 2018 1:40 PM

**To:** Changas, Paul <[Paul.Changas@mnps.org](mailto:Paul.Changas@mnps.org)>; Renfro, Douglas <[Douglas.Renfro@mnps.org](mailto:Douglas.Renfro@mnps.org)>

**Cc:** Brown, Olivia H <[olivia.brown@mnps.org](mailto:olivia.brown@mnps.org)>

**Subject:** RE: Questions about Performance Matters

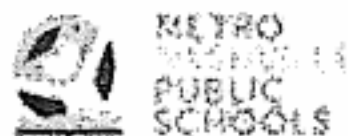
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Michelle Michaud

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**Sent:** Friday, April 13, 2018 11:49 AM  
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**Reid, Nicole R**

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**From:** Changas, Paul  
**Sent:** Tuesday, April 17, 2018 4:07 PM  
**To:** Michaud, Michelle; Renfro, Douglas; Black, Shannon  
**Cc:** Brown, Olivia H  
**Subject:** RE: Questions about Performance Matters

I will just add that we were buying off an existing contract that did go through a bidding process but we were not required to purchase or implement all modules in the original contract. We have chosen not to implement the evaluation/calibration portion of the original contract because our basic requirements in this area were being met through another platform that is less expensive. Shannon can speak more to this, but I believe the platform we are using cost about \$35K per year.

Paul

Paul Changas  
Executive Director  
Research, Assessment & Evaluation  
Metro Nashville Public Schools

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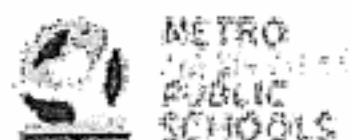
**From:** Michaud, Michelle  
**Sent:** Tuesday, April 17, 2018 2:48 PM  
**To:** Renfro, Douglas <Douglas.Renfro@mnps.org>; Changas, Paul <Paul.Changas@mnps.org>; Black, Shannon <Shannon.Black@mnps.org>  
**Cc:** Brown, Olivia H <olivia.brown@mnps.org>  
**Subject:** RE: Questions about Performance Matters

Olivia, are you okay with sending this along to the media?

*Warm regards,*

Michelle Michaud

Public Information Officer



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Nashville, TN 37204

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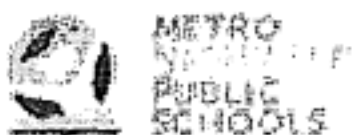
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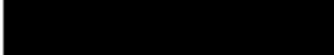
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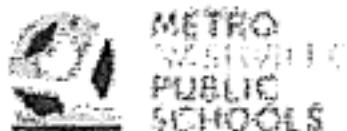
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